

**NOMINATIONS OF: LOURDES MARIA CASTRO  
RAMIREZ AND THERESE W. McMILLAN**

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**HEARING**  
BEFORE THE  
**COMMITTEE ON**  
**BANKING, HOUSING, AND URBAN AFFAIRS**  
**UNITED STATES SENATE**  
**ONE HUNDRED THIRTEENTH CONGRESS**  
**SECOND SESSION**  
**ON**

**NOMINATIONS OF:**  
**LOURDES MARIA CASTRO RAMIREZ, OF CALIFORNIA, TO BE ASSISTANT**  
**SECRETARY FOR PUBLIC AND INDIAN HOUSING, DEPARTMENT OF HOUSING**  
**AND URBAN DEVELOPMENT**  
**THERESE W. McMILLAN, OF CALIFORNIA, TO BE FEDERAL TRANSIT**  
**ADMINISTRATOR, DEPARTMENT OF TRANSPORTATION**

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**NOVEMBER 13, 2014**

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**NOMINATIONS OF LOURDES MARIA CASTRO  
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ANT SECRETARY FOR PUBLIC AND INDIAN  
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MENT OF TRANSPORTATION**

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**THURSDAY, NOVEMBER 13, 2014**

U.S. SENATE,  
COMMITTEE ON BANKING, HOUSING, AND URBAN AFFAIRS,  
*Washington, DC.*

The Committee met at 11:03 a.m., in room SD-538, Dirksen Senate Office Building, Hon. Tim Johnson, Chairman of the Committee, presiding.

**OPENING STATEMENT OF CHAIRMAN TIM JOHNSON**

Chairman JOHNSON. I call this hearing to order. Today we will consider the nominations of Ms. Lourdes Castro Ramirez, to be an Assistant Secretary of Housing and Urban Development; and Ms. Therese McMillan, to be the Federal Transit Administrator at the U.S. Department of Transportation.

If confirmed, Ms. Castro Ramirez will lead HUD's office of Public and Indian Housing, which helps more than 3 million families find affordable housing in cities, suburbs, rural areas, and in Indian country. Given the growing number of families struggling to find affordable rents, effective use of the resources administered by PIH is critical.

By way of introduction, Ms. Castro Ramirez would bring 20 years of experience leading and managing affordable housing and community development programs at the local level to this position. She is currently the president and CEO of the San Antonio Housing Authority, where she oversees housing programs serving 26,000 families, a workforce of 525 employees, and an annual operating budget of \$186 million. Prior to joining SAHA, Ms. Castro Ramirez was the director of the Housing Choice Voucher Program at the Housing Authority of the city of Los Angeles.

And to introduce Ms. McMillan, she has served as Deputy Administrator at FTA since 2009, and she became Acting Administrator in July of this year. Ms. McMillan brings substantial experience to her new role. As Deputy Administrator, she has guided

FTA staff throughout the agency's headquarters and 10 regional offices, and she has played a key role in the implementation of MAP-21's reforms such as the new, streamlined process for the New Starts and Small Starts program. Prior to joining FTA, she was a deputy executive director at the Metropolitan Transportation Commission in the San Francisco region where she was responsible for strategic financial planning and MTC's management of Federal, State, and regional funding for transit, highways, and other transportation modes.

Any Senator wishing to submit a question for the record for today's nominees should do so by the close of business tomorrow, November 14. I would also urge the witnesses to reply to questions as soon as possible in order to aid the Committee's consideration of their nomination.

We will now swear in the nominees. Please rise and raise your right hand. Do you swear or affirm that the testimony that you are about to give is the truth, the whole truth, and nothing but the truth, so help you God?

Ms. CASTRO RAMIREZ. I do.

Ms. MCMILLAN. I do.

Chairman JOHNSON. Do you agree to appear and testify before any duly constituted Committee of the Senate?

Ms. CASTRO RAMIREZ. I do.

Ms. MCMILLAN. I do.

Chairman JOHNSON. Please be seated.

Each of your written statements will be made part of the record. Before you begin your statement, I invite each of you to introduce your family and friends in attendance.

Ms. Castro Ramirez, please proceed.

Ms. CASTRO RAMIREZ. Good morning, Mr. Chairman. Thank you very much. I would like to introduce my husband, Jorge Ramirez, who is with us today; my daughter, Natalia. Also, my parents were able to join me today: my father, Toribio Castro, in the audience; and also my mother, Guadalupe Castro.

Also, my sister, Dr. Alma Castro, has joined us, and I would also like to acknowledge my son, who is hopefully watching this in college. He is in college, a first-year student, so hopefully he is watching this in his dorm.

And, last, I would like to acknowledge my son, Nicolas, whose spirit is always with us.

Thank you.

Chairman JOHNSON. Ms. Castro Ramirez, please proceed.

**STATEMENT OF LOURDES MARIA CASTRO RAMIREZ, OF CALIFORNIA, TO BE ASSISTANT SECRETARY FOR PUBLIC AND INDIAN HOUSING, DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

Ms. CASTRO RAMIREZ. Thank you very much, Mr. Chairman.

Good morning, Mr. Chairman and distinguished Committee Members. I am deeply honored and grateful to President Obama and Secretary Castro for their confidence in me and for this opportunity to be before you. Thank you for considering my nomination to serve as Assistant Secretary for Public and Indian Housing at the Department of Housing and Urban Development.

I would like to also express my appreciation to you, Mr. Chairman, to Ranking Member Crapo, to your colleagues, and staff for meeting with me prior to this confirmation hearing. It was extremely helpful, and I gained a deeper understanding of the Committee's priorities.

My qualifications for this appointment were shaped by my parents' struggles and informed by my community engagement and professional experience, including nearly 20 years managing and leading affordable housing and economic development programs.

I was born in a small rural town in Jalisco, Mexico. When I was 4, my family moved to California where my parents sought work, stable housing, and a better future for my siblings and me.

Growing up in the city of Lynwood, my parents instilled in us responsibility, service to others, education, and a strong work ethic.

In 1996, I began my career as a community planner in Ventura County, California, where I promoted resident leadership in rural and urban neighborhoods through community building and advocacy.

Soon I was recruited to join the Housing Authority of the city of Los Angeles, where I worked with residents, staff, and local leaders to increase affordable housing opportunities.

In Los Angeles, I led Jobs-Plus, an evidence-based program that substantially increased the earnings of public housing residents in two of L.A.'s most distressed communities.

Later, as the director of LA's Housing Choice Voucher Department, my team and I transformed the Section 8 program from "Troubled" to "High Performer" in just 3 years, renewing confidence in our stewardship of taxpayer dollars.

For the past 5 years, I have served as the president and CEO of the San Antonio Housing Authority where I have fostered a culture of collaboration and accountability, providing safe and affordable housing to nearly 65,000 children, adults, and seniors. In San Antonio, we established partnerships to promote self-sufficiency, expand affordable housing, and launch a place-based initiative. During my tenure, we utilized the Moving-to-Work program to foster innovation and advance local priorities. Today more than 1,900 clients are engaged in self-sufficiency programs, and 40 percent of them are currently employed.

We also increased the affordable housing supply by securing \$187 million in Federal, State, local, and private sector funds. These investments built almost 1,500 new affordable and mixed-income rental housing units.

In San Antonio, we are creating a neighborhood of opportunity. The housing authority competed for and won \$30 million in HUD Choice Neighborhoods Planning and Implementation grants to invest in the city's east side. This effort was enhanced with a Byrne Criminal Justice grant, a Promise Neighborhoods grant, and a Promise Zone designation, making it the only city with all four White House Neighborhood Revitalization Initiatives in the same footprint. These integrated efforts have leveraged public and private funds, triggering wide-scale recovery in the area.

If confirmed, I will remain dedicated to preserving and expanding the housing needs of poor and working families, elderly and disabled individuals, homeless veterans, and other special needs

populations. I will continue cultivating cross-sector partnerships and will stay firmly committed to the belief that, as public servants, we must always show respect and compassion for the families that we serve.

Finally, if confirmed, I will work closely with Secretary Castro and the dedicated HUD staff to create opportunities for the nearly 3.2 million households served by the Office of Public and Indian Housing; to strengthen existing partnerships with public housing authorities and Native American communities; and to sharpen HUD's focus on outcomes to ensure that our tax dollars are spent wisely and prudently.

Mr. Chairman, thank you and thank you to the Committee for considering my nomination to be Assistant Secretary for Public and Indian Housing. I am deeply honored to be here, and I look forward to your questions.

Chairman JOHNSON. Thank you.

Ms. McMillan, do you have any family?

Ms. McMILLAN. Yes, I do, Mr. Chairman, and thank you so much for the opportunity to introduce them. My husband, Rod McMillan, and my daughter, Nadine McMillan, are here today. And I also want to acknowledge my other daughter, Madeline McMillan, who lives in Los Angeles.

Thank you.

Chairman JOHNSON. Please proceed.

**STATEMENT OF THERESE W. McMILLAN, OF CALIFORNIA, TO  
BE FEDERAL TRANSIT ADMINISTRATOR, DEPARTMENT OF  
TRANSPORTATION**

Ms. McMILLAN. Again, thank you, Mr. Chairman, and to other Members of the Committee. I am so pleased to have the opportunity to come before you today as President Obama's nominee for Administrator of the Federal Transit Administration.

As you know, I have been working and serving the American people as part of the FTA since July of 2009 when the Administration appointed me to the position of Deputy Administrator. It has been a privilege to serve at a time when the demand for transit is on the rise. But I would like to stress that I have been a public servant my entire professional career. I have not been enticed to work outside of the public sector because I truly believe that merging a community's vision with responsive and responsible Government can make good—sometimes great—things happen. If confirmed, I look forward to working with you and all Members of the Committee to help deliver vital transit services to the public.

I know firsthand what transit can mean to the user, because I am one. Now, I grew up in Los Angeles, at a time when that city was the consummate "car capital." As a child, I rode the bus with my grandmother and my auntie who could not drive, and as I grew up, I used transit to get to summer school, to much of high school, and my freshman year at UCLA.

Later, when I moved to the San Francisco Bay Area, I used the region's extensive public transit systems whenever I could, and I appreciated the fact that I had a viable option to driving.

And in the 5 years I have lived in Washington, DC, I have not owned a car, and I realize every day both the advantages and the



tests that come with that choice. That understanding fuels my passion for this work.

Across the country, public transit is asked to do many things: to address congestion; to help move our economy; to provide real mobility to those whose options are limited by income, disability, or age; to be the thread that links individuals to jobs, education, and health care.

But like much of our Nation's transportation system, our transit infrastructure is fraying at the seams, facing an \$86 billion deficit in critical reinvestments in existing rails, trains, buses, and stations.

At FTA, I have worked to address state of good repair, safety, emergency relief, strategic expansion, and economic development. And across the board, I have been able to build on my past 25-plus years of experience working at the local and regional level, where I had to actually implement Federal policy and deal firsthand with the opportunities and challenges of doing so.

Bearing on that experience, I have implemented successful reforms within FTA aimed at making our processes and procedures more efficient, effective, and transparent to those that need to use them or who are otherwise affected by them.

I have streamlined our audit process, greatly improved our processes for civil rights oversight, and I have worked to ensure FTA's grantmaking system is more secure and accountable than ever before.

Ultimately, FTA's customers are your constituents. They reside in every State; in big cities with huge networks of rail and buses; and in small rural and tribal communities where paratransit vans provide critical links to scattered services.

For me, the most informative and rewarding part of working at FTA has been traveling across the country to meet those riders and the devoted people who provide the transit services that they rely on. Whether they take the commuter train to work because they choose to or a late-night bus because they must, those riders have a voice that deserves to be heard.

I will do the best job I can as FTA Administrator to listen and to continue to partner with the transit industry and its customers through our Federal programs. And I look forward to working with all of the Committee to do that, should you grant me the opportunity through confirmation.

Thank you, Mr. Chairman, and I am happy to answer any questions that you have.

Chairman JOHNSON. Thank you both very much.

Ms. McMillan, prior to MAP-21, the number of trips in Tribal Transit grew from 700,000 in 2007 to more than 2.4 million trips in 2012, a more than threefold increase. MAP-21 created a formula to provide stable funding to support these essential services which provide access to jobs and medical care throughout Indian country.

How do you think the Tribal Transit Program is performing? And what can be done to continue the program's success?

Ms. McMILLAN. Thank you very much, Mr. Chairman, for that question, and I would like to first acknowledge as well that the funding level for Tribal Transit was doubled in MAP-21. Prior to that, as you well know, it had been \$15 million for a discretionary

program and, of course, with your support and the Committee's work, was increased to a combined \$30 million—\$25 million in the formula program and \$5 million for the discretionary program.

For the Federal Transit Administration, we first did extensive consultation with the tribal nations to make sure that they understood what the transition from moving from a discretionary program to a formula program would be. As you well noted, the formula program brought with it more predictability, but we needed to make sure that the tribes understood what would be the new procedures and what funding levels would be available to them.

As part of that, we did some specific transitional elements in implementing to change to make it as smooth as possible. We conducted a number of workshops, and we will continue to provide technical assistance to tribal nations as we work to continue implementing the program.

Chairman JOHNSON. Ms. Castro Ramirez, last month Secretary Castro joined me to see housing and economic development conditions on the Pine Ridge Indian Reservation for himself. If confirmed, will you engage in meaningful consultation with tribes and work to fulfill the Federal Government's treaty and trust responsibilities to address housing and home ownership needs in Indian country?

Ms. CASTRO RAMIREZ. Mr. Chairman, thank you very much for the question, and I, too, would like to acknowledge your leadership and the leadership of this Committee in promoting a focus on Native American housing issues.

I did have an opportunity to also meet with Senator Heitkamp and hear from her directly in terms of the priorities, and I also understand that the visit that Secretary Castro made, along with yourself, Mr. Chairman, and Senator Heitkamp, to South Dakota and North Dakota was a visit that was very important, and there was robust discussion and focus.

If I am confirmed, Mr. Chairman, absolutely you have my commitment to continue to better understand the housing conditions and the opportunities that the Office of Public and Indian Housing has in working and consulting with tribal nations, both in South Dakota and North Dakota, but across this country.

Chairman JOHNSON. Ms. McMillan, our transit providers in South Dakota tell me that the additional formula money in MAP-21 has been helpful, but they are having significant trouble finding sources of funding for bus replacement, which is a large, one-time expense for small transit agencies.

Would you support the return of a competitive bus program which helped both rural and urban transit agencies?

Ms. McMILLAN. Mr. Chairman, I appreciate that question very much, because if there is one area where we have heard consistently that we need to have perhaps a revisiting of some of the new elements in MAP-21, it was with the bus and bus facilities program. I think there was an acknowledgment among all transit operators, be they large or small- and medium-size operators, that the predictability with a transition to a formula program was appreciated, but that in many instances the formula shares that they received were not commensurate with the needs and made it particularly difficult, as you pointed out, to do one-time large expendi-

tures, be it for a major bus purchase or a new maintenance facility or the like.

That has prompted us to propose, as I know you know, under the Administration's reauthorization proposal, GROW AMERICA, that we do two things: one would be to significantly increase the funding levels for the bus and bus facilities program; the Administration's proposal is to quadruple it from current levels; but very importantly, to also reintroduce a discretionary element, so to have roughly 70 percent of the program continue on a formula basis to preserve that predictability but, importantly, to bring back a discretionary element for the circumstances that you described. And we look very much forward to working with you as reauthorization proceeds going forward to pursue those elements.

Chairman JOHNSON. Ms. Castro Ramirez, many PHAs in my State feel that HUD reporting requirements are burdensome and even duplicative in some cases. At the same time, PIH has a responsibility to collect the information necessary for effective oversight.

If confirmed, will you work to find the right balance in HUD's reporting requirements and information systems so that HUD, Congress, and the public can get information we need for oversight and accountability while reducing burdens on PHAs?

Ms. CASTRO RAMIREZ. Mr. Chairman, thank you for the question. As you know, I currently serve in the capacity of president and CEO of the San Antonio Housing Authority, and the housing authority has a Moving-to-Work designation, and that designation has enabled the housing authority to implement a number of innovative programs to meet local needs, but also to carry out administrative reforms to streamline programs.

If I am confirmed, Mr. Chairman, you have my commitment to work closely with the Office of Public and Indian Housing and to also work closely with the various housing partners to identify and implement streamlining both, you know, through administrative, regulatory reforms but also to identify, you know, statutory options that will enable housing partners to be able to deliver programs to the nearly 3.2 million households in an efficient and effective manner.

Chairman JOHNSON. This is a question for the panel. Can each of you tell me what your top priorities would be, should you be confirmed? Ms. Castro Ramirez first.

Ms. CASTRO RAMIREZ. Yes, Mr. Chairman. If I am confirmed, I hope to be able to bring my extensive experience in affordable housing and economic development programs. I have seen firsthand that families, individuals, and neighborhoods fare better when there is an affordable housing platform.

I also have worked extensively with a number of partners to link families and households to some of the critical services that are necessary to ensure stability and ensure success, whether that be establishing partnerships with local school districts or working with the local workforce development agencies to promote job opportunities. If I am confirmed, my priorities will be first and foremost to work closely with the Secretary to advance his vision of creating the Department of HUD a Department of Opportunity. And the areas of focus would be, one, to strengthen the core afford-

able housing and housing assistance programs; second, to expand the innovative programs that are working and to expand partnerships to improve the quality of life for the families that are served through the Office of Public and Indian Housing; and, last, to identify administrative reforms and streamline program operations to ensure the delivery of housing programs in an efficient and effective manner.

Chairman JOHNSON. Ms. McMillan, what are your priorities?

Ms. McMILLAN. Well, Mr. Chairman, let me start first by saying that in the experience that I had even prior to coming to the Federal Transit Administration, I worked a lot with the multiple transit agencies in the San Francisco Bay Area, and a major concern at that time was preserving the existing infrastructure of the billions of dollars that have been already invested in public transport. They need to be reliable. They need to be effective. They need to be safe.

As an everyday user now, I know the frustration when it is late or when the bus breaks down. So it is an important part of people's lives, and keeping our current investments in a state of good repair and safe is critical.

I think particularly with safety, I am committed to advancing FTA's new safety authority that this Committee granted us as part of MAP-21. It is absolutely critical. Public transit is already a very safe mode, but I have to say there is no cap on vigilance when it comes to keeping the American public safe, and I am committed to a large focus on implementing our new authority.

Second, I think it's important—and we have a great opportunity—to strategically expand public transportation for those who want to have it. My daughter in Los Angeles was really looking for an apartment in L.A., and one of the top things that was important to her was access, walkable access, to the metro station in Los Angeles, to the metro system there. And I think it is emblematic of what this younger generation is looking for. They really do want to have options to how they get around. And I believe that public transport and the work that the Federal Transit Administration can do to partner with State and local governments in bringing these options to communities is very, very exciting.

Third, it is extremely important that we be able to provide public transportation to anyone who needs or wants to use it. It cannot be stressed enough, in my view, that access to employment and education and services has to be at the forefront of our objectives of why we are providing transportation, and in this case public transit specifically.

And I am also personally very interested in advancing workforce development as part of that combination of benefits that can come with public transport. This industry needs a well-trained workforce in a number of new areas, particularly with new technologies that are coming online in the field. We need workforce contributions in construction, in operations and maintenance, and for communities where these existing public transportation services exist or where new projects are coming online, to the extent that we can develop a career pathway to involve those communities in the delivery of the service, I think there are exciting opportunities to do that. And I am looking forward to working on that area as well.

Chairman JOHNSON. Ms. McMillan, the transit providers in South Dakota work with the State's Medicaid program and VA facilities to deliver coordinated service. How will you work to improve coordination with other Federal programs that fund local transportation service, particularly nonemergency medical transportation under Medicaid?

Ms. MCMILLAN. Mr. Chairman, I very much appreciate that question because this is an area where we have made some important gains, but also there are many opportunities, I think, for continued work.

First of all, I think we need to acknowledge that all major urbanized areas as well as many of the smaller rural communities have effective public transportation human services plans and relationships with multiple other Federal, State, and local agencies for the delivery of public transportation services.

We have seen an increased attention and funding for mobility management, which I think is an extremely important concept whereby the focus is on the customer's needs to get from Point A to Point B, and we have programs and personnel who can match that travel requirement with whatever service is available and make the most sense, be it fixed-route service or paratransit service or specialized services delivered by other agencies.

We have had some success in coordinating and funding these joint services. I point to the Veterans Transportation and Community Living Initiative that the Federal Transit Administration had advanced and funded in fiscal years 2011 and 2012, where we saw very valuable coordination between the DOT, the Department of Veterans Affairs, and the Department of Labor in pulling together resources to establish one-call, one-click centers to coordinate services for veterans and their families, again, matching public transportation services or services provided by the VA in those circumstances.

But I believe there are many, many more opportunities to extend that concept, and you pointed to a key one, which is transport services provided by HHS and funded with Medicaid. I think there is a tremendous opportunity and need to more effectively manage our Federal resources in that circumstance, and I would look forward to working with the Committee on getting some advances in that done if I were confirmed.

Chairman JOHNSON. Ms. Castro Ramirez, in your testimony you mentioned working with other local agencies and organizations to create housing and economic development opportunities in San Antonio.

If confirmed, will you work with other departments within HUD and across the Federal Government to help communities and tribes across the country create similar opportunities?

Ms. CASTRO RAMIREZ. Mr. Chairman, thank you again for this question. Absolutely, if confirmed, I will draw on my extensive experience creating partnerships at the local level. I would like to share with you the success that we are enjoying in San Antonio as it relates to creating partnerships across agencies, and I will share with you that—I heard this quote once, and it really resonated with me as it relates to why it is important to partner. Someone said that “many cities or many communities are rich in programs

but poor in systems,” and so for me, this work of partnerships and working across agencies is—the focus is to strengthen the communication and the interaction of these major institutions and systems that ultimately serve the same individual family or neighborhood. And to that end, in San Antonio, through the Choice Neighborhoods Initiative, we have established a very strong collaboration with the local school district, San Antonio Independent School District, with our local United Way, who is leading the Promise Neighborhoods Initiative. We also have worked very closely with local nonprofits that are on the ground, that are promoting economic development, including business retention and creating new business opportunities. And equally important, we are working very closely with the city of San Antonio and the utility companies to improve the infrastructure of the neighborhood that is the focus of the Choice Initiative.

That level of collaboration and coordination I think is what is necessary to be able to lead transformation and to be able to move from a community that has seen disinvestment for many years to a community that is being transformed into a vibrant and thriving community.

If I am confirmed, Mr. Chairman, I am fully committed to continuing to work across agencies to promote the level of collaboration that is taking place at the local level and to bring that to the Federal level.

Chairman JOHNSON. Ms. McMillan, Congress has extended MAP-21 only to the end of next May, and both accounts of the Highway Trust Fund face a shortfall again next year.

Ms. McMillan, in your experience at FTA and your prior experience at MTC, how does this uncertainty in Federal funding hurt local efforts to effectively manage and improve transit infrastructure and service?

Ms. McMILLAN. Mr. Chairman, you are acknowledging the most immediate and critical challenge that we are facing at the Department of Transportation right now, and the need to develop a multiyear, robust transportation surface funding program is absolutely critical. And I am working very closely with Secretary Foxx in taking that message as far and loudly as we can. And the support of you and the Committee in dealing with this upcoming cliff again is just top priority for us. In terms of the impacts of what we have heard and what I have experienced in my own realm is there are two major areas I would point out where this uncertainty hurts, particularly for smaller transit agencies that receive operating funding, and a major part of their operating funding through the Federal program. The lack of predictability hits home directly in terms of their ability to adequately and satisfactorily put service out on the road to meet the needs of their users. Many of our larger systems that may have substantial State or local funds to complement the Federal dollars have a little bit more leeway there. But even in those circumstances, the lack of being able to predict better what your budgets are going to be year to year really impedes effective planning and service delivery.

In terms of major Federal contracts for capital projects, be they reinvestment in the existing infrastructure or new projects, again, the lack of stability and predictability of the critical role of Federal

dollars in delivering that hampers any major commitments for new projects and, importantly, I think, also hampers local elected officials and others in their visions of what they want to do for their communities, because they cannot count on one of the important partners that are needed to deliver those visions being at the table.

So that is the atmosphere within which we need to work and I think underscores all the more why we need to make fixing this problem paramount. And I certainly look forward to working with the Committee in doing just that.

Chairman JOHNSON. Ms. Castro Ramirez, PIH oversees \$26 billion in housing assistance programs delivered through a network of State, local, and tribal agencies. How has your background prepared you to oversee this large organization and ensure accountability for taxpayers and families these programs are designed to assist?

Ms. CASTRO RAMIREZ. Mr. Chairman, you are correct, the Office of Public and Indian Housing is very broad and covers—very large and covers many families through some critical housing programs.

With regard to my background, as I had an opportunity to share earlier, my managerial and leadership skills both in the affordable housing industry and also directly in working with public housing authorities has been very crucial in shaping my approach and style of management and oversight. When I was the director of the Section 8 program in L.A.—the Section 8 program is the second largest Section 8 program across the country. It serves well over 50,000 families, and at that time the annual budget was just over \$400 million. So the responsibility connected to managing well over 400 staff members and being responsible for providing appropriate subsidy to support 50,000 families who were on the program was—I took that responsibility very seriously.

When I joined the Section 8 program, as I mentioned, the Section 8 program was troubled. There were a number of compliance concerns. There were a number of concerns with regard to the leasing of vouchers. My approach to addressing the problem was to work closely with the Section 8 staff and the team, to work also closely with the Office of the Inspector General, who at the time was involved in L.A., and to develop a corrective action plan that would enable the Department to correct the number of items and deficiencies, but also to implement new internal controls to ensure that this program would not get itself into trouble again. So I think that experience of working very closely with a program and staff members and the Office of the Inspector General and the leadership of the agency is an example of the type of managerial and leadership skills that I would bring.

Currently in my capacity as CEO of the San Antonio Housing Authority, I am responsible for a budget of just about \$187 million annually with total assets of over \$500 million. For the past 4 years, the external financial audits have been unqualified opinions, no material weaknesses. And, again, I believe that that really has largely been a function of the reforms that the San Antonio Housing Authority Board and myself have implemented to ensure that we are guarding the taxpayers' trust in our ability to be able to manage and deliver these critical programs.

Chairman JOHNSON. Ms. Castro Ramirez, in your testimony you mentioned several education-related initiatives that you are undertaking in San Antonio, such as creating libraries in local family housing developments. Can you talk about the importance of safe, stable housing for improving children's lives and why chose to undertake these education-related initiatives in San Antonio?

Ms. CASTRO RAMIREZ. I very much appreciate this question, Mr. Chairman. As the first in my family to graduate from high school and go on to college, I have seen firsthand the power of education and how it creates opportunities. Specifically in San Antonio, within our public housing program and Section 8, 50 percent of the individuals that are served by the housing authority are children under the age of 17. And so for us, understanding that 50 percent of the population are children and youth, education had to become a priority. Also, importantly, our mayor at the time, Mayor Castro, launched a citywide initiative focused on promoting education and creating greater access, both through the Pre-K 4 SA program, which provided access to toddlers and children to attend a pre-K program, but also by establishing resources such as the Cafe College, to create access for youth that were looking to go on to higher education. So the focus on education, understanding who we are serving, has been really the driving force, and we have had much success establishing partnerships with both school districts and also education providers in the area to ensure that we are providing educational resources at the public housing properties. As an example, we implemented a free Wi-Fi program at 40 public housing properties to ensure that there was adequate access. We also have partnered with a local community college and several businesses to create libraries at some of our family public housing properties. And, last, for the last 2 years, we have hosted an education summit that brings together children and their parents and providers to recognize the achievements that children and youth are making within the realm of education. This year, we had 166 youth who made a pledge to go to college, and we also awarded 40 college scholarships in the amount of about \$1,500 to 40 youths that are going on to college or continuing their college education. Again, I think education is very important, and I look forward to exploring opportunities, if I am confirmed, opportunities within the Office of Public and Indian Housing to continue to strengthen the relationship between HUD and the Department of Education.

Chairman JOHNSON. I thank the nominees for your testimony and for your willingness to serve our Nation. I will remind Members to submit questions for the record by the close of business tomorrow, Friday, November 14. Nominees, please submit your answers to the written questions as soon as possible so that we can move your nominations forward in a timely manner. This hearing is adjourned.

Ms. CASTRO RAMIREZ. Thank you.

Ms. McMILLAN. Thank you, Mr. Chairman.

[Whereupon, at 11:51 a.m., the hearing was adjourned.]

[Prepared statements, biographical sketches of nominees, responses to written questions, and additional material supplied for the record follow:]



### PREPARED STATEMENT OF SENATOR MIKE CRAPO

Thank you, Mr. Chairman. Today the Committee is considering two important nominations for two different organizations: Acting Administrator Therese W. McMillan, to be Federal Transit Administrator (FTA) for the U.S. Department of Transportation, and Ms. Lourdes Maria Castro Ramirez, to be an Assistant Secretary of Housing and Urban Development (HUD). Since the Chairman has been very thorough in his explanation of our nominees, I'll be brief.

Ms. McMillan brings 30 years of transportation experience to the role of Federal Transit Administrator, including 5 years at the agency prior to this nomination. If confirmed as FTA Administrator, Ms. McMillan will lead a staff of more than 500 employees in Washington, DC, oversee 10 regional offices and manage an annual budget of approximately \$10 billion.

In October 2013, as part of its implementation of MAP-21, the FTA released an Advanced Notice of Proposed Rulemaking in the areas of Safety and Transit Asset Management. This Notice is of great interest to myself and several other Members of this Committee who have all raised concerns with the potential outcome being overly prescriptive. At the March 2014 Transit Hearing, we heard from private sector witnesses who also shared our concern that, if done improperly, some small systems could be subject to overly burdensome regulations that are inappropriate to their size. Today, I would like to hear how Ms. McMillan would proceed with the implementation of MAP-21 while balancing the needs of all systems, both large and small.

Our other nominee today is Ms. Castro Ramirez. Currently, Ms. Castro Ramirez serves as the President and Chief Executive Officer for the San Antonio Housing Authority. She brings approximately 15 years working with Housing Authorities in California and Texas. If confirmed, Ms. Castro Ramirez will oversee the Nation's public housing and rental assistance programs that assist approximately 3.2 million low-income families across the U.S. Also, she would be responsible for the Department's Native American and Native Hawaiian programs, which serve 562 federally recognized tribes. While Ms. Castro Ramirez has public housing experience from previous positions, Indian Housing is a big part of this job and incredibly important in Idaho, so I appreciate her willingness to learn the latter in her new capacity as well.

Although it is not the topic of today's hearing, I must take this opportunity to express frustration with how HUD has handled a situation that is affecting many constituents in Idaho. Last month, HUD released guidelines related to Recreational Vehicles that they termed a "reiteration." Because HUD termed it a reiteration, these guidelines went through without the benefit of any public comment or input. Consequently, the new guidelines for what defines a recreational vehicle could have serious negative implications for RV owners, dealers, and manufacturers.

The lack of due process and public input also comes at an economic cost to many small business men and women who make their livings owning and operating campgrounds. It is now incumbent upon HUD to fix this situation and mitigate the real consequences that have been created. I look forward to hearing from each of our nominees on these important issues and more, and working with Chairman Johnson regarding these nominations.

Thank you, Mr. Chairman.

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### PREPARED STATEMENT OF SENATOR ROBERT MENENDEZ

I'd like to thank our nominees for their willingness to serve in these important positions. The work of both the Office of Public and Indian Housing and the Federal Transit Administration has significant impact on the everyday lives of many New Jerseyans, and having strong leadership for these positions is critical.

The position of Federal Transit Administrator is particularly important to the future of our Nation's mobility and economic development. As our population ages, providing sources of transportation that go beyond the car will be vital to ensuring that our seniors remain connected, active members of their communities.

At the same time, younger generations are driving less, and showing a strong preference for living car-free in transit-oriented neighborhoods. The old notion that we can solve our transportation problems solely by building bigger roadways is out of date, and inadequate to meet the needs of today.

Having strong transit infrastructure is especially critical in New Jersey. Each year, the broader New Jersey/New York/Connecticut metropolitan region sees more than 4 billion transit trips—and without these trips, our region's transportation system would be brought to a standstill.

In the coming years, we face significant challenges in maintaining these networks, including building new, flood-resistant tunnels under the Hudson River and replacing the 104-year-old Portal Bridge. To deal with challenges like these, we must be willing to increase our investment in transit infrastructure.

We must resist a status quo that has led us to transit systems that are overcrowded, fraught with delays and overburdened by an \$86 billion repair backlog simply to keep them from falling apart.

These problems are too important to leave unaddressed. I look forward to hearing Ms. McMillan's thoughts on how we can work together to meet these challenges.

I also look forward to hearing from Ms. Castro Ramirez, who has been nominated to lead the Department of Housing and Urban Development's Office of Public and Indian Housing.

This office oversees a number of critical areas, including tenant-based rental assistance, public housing, and the Choice Neighborhoods Initiative for revitalizing struggling communities. These programs are a lifeline for some of the most vulnerable members of our communities, and provide the housing stability necessary for children to succeed in school, adults to find and keep jobs, and seniors and persons with disabilities to connect with supportive services. As a former mayor, I know how vital Federal resources are in this area to local communities.

I look forward to hearing more from both of our witnesses today.

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#### **PREPARED STATEMENT OF LOURDES MARIA CASTRO RAMIREZ**

TO BE ASSISTANT SECRETARY FOR PUBLIC AND INDIAN HOUSING, DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

NOVEMBER 13, 2014

Chairman Johnson, Ranking Member Crapo, and distinguished Members of the Committee. I am deeply honored and grateful to President Obama and Secretary Castro for their confidence in me and for this opportunity to be before you as you consider my nomination to serve as Assistant Secretary for Public and Indian Housing at the U.S. Department of Housing and Urban Development.

I would like to acknowledge my beloved husband Jorge Ramirez, and my children Jorge, Natalia, and Nicolas—who's brave and tender spirit is always with us. I also thank my hardworking parents, Guadalupe and Toribio Castro, my brothers and sisters, and many friends for their love and support.

My qualifications for this appointment were shaped by my parents' struggles and informed by my education, my community engagement, and my professional experience, including nearly 20 years leading and managing affordable housing and innovative economic development programs.

I was born in a small rural town in Jalisco, Mexico. When I was four, my family relocated to California where my parents sought work, stable housing and a better future for me and my siblings. My parents instilled in us responsibility, service to others, education, and a strong work ethic. These values and their daily sacrifices had a profound, formative impact on me, propelling me to work hard, be a role model for my eight younger siblings and become the first in my extended family to attend college and receive both Bachelor's and Master's degrees.

As a student at UCLA, I maintained a strong connection to my hometown of Lynwood California, and actively served on a number of committees and student groups that were focused on improving conditions of low-income neighborhoods.

In 1996, I began my career in community development when I joined Cabrillo Economic Development Corporation (CEDC) in Ventura County, California. As a Community Planner, I organized and promoted resident leadership initiatives in multiple low-income rural and urban neighborhoods through community building and advocacy.

Soon, I was recruited to join the Housing Authority of the City of Los Angeles (HACLA), where for 10 years I worked with residents, dedicated staff and local stakeholders to increase affordable housing opportunities and investments in people. During my years with HACLA, I am most proud of my leadership of LA Jobs-Plus, a nationally recognized program that substantially increased the earnings of public housing residents in two of L.A.'s most blighted communities: Watts and East Los Angeles.

From 2006–2009, I also served as director of HACLA's Housing Choice Voucher Program, the Nation's second largest Section 8 program. During my tenure, the Section 8 Program went from "Troubled" to "High Performer" status in less than 3 years, as my team responsibly managed a budget of approximately \$420 million and assisted more than 50,000 families.

Since April 2009, I have had the privilege of leading the San Antonio Housing Authority, a Moving-to-Work Agency. As SAHA's President and CEO, I have fostered a culture of collaboration and accountability that has resulted in safe and affordable housing for nearly 65,000 children, adults, and seniors. Our Agency established extensive partnerships to significantly improve operational performance, expand housing availability through the creation of new housing units, and launch a comprehensive and integrated placed-based neighborhood initiative focused on building strong families and communities. The tangible results of these efforts have benefited San Antonio in three critical ways.

First, SAHA secured almost \$187 million in new Federal, State, local, and private investments to build 424 new affordable housing units and redevelop three public housing communities creating 1,043 new mixed-income housing units. Today, San Antonio's stock of affordable housing is larger than ever.

Second, SAHA competed for and was awarded \$30 million in HUD Choice Neighborhood Planning and Implementation Grants to redevelop the Wheatley Courts community on San Antonio's Eastside. The impact of SAHA's Choice Neighborhood Initiative was enhanced with a Byrne Criminal Justice Grant to develop community-oriented strategies for reducing criminal activity in the same neighborhood. SAHA's receipt of Choice and Byrne grants, along with a Promise Neighborhood Grant awarded to the local United Way, made San Antonio the only community in the Nation to be awarded all three White House Neighborhood Revitalization Initiative grants. These integrated activities have leveraged significant public and private investments, triggering wide-scale recovery in a long-neglected community.

Third, SAHA has advanced the goals of the Federal Moving-to-Work program and demonstrated a consistent commitment to community-wide economic development. We have built a free Wi-Fi platform at 40 public housing properties, providing easy access to workforce development resources for the adults who live there. We have added children's libraries at 10 family housing sites, offering early learning and educational enrichment resources, and in 2013 SAHA coordinated the first Education Summit, at which hundreds of youth received honors ranging from perfect attendance awards to college scholarships. And arguably of greatest impact: there are more than 1,900 "actively engaged" clients in SAHA's Moving-to-Work initiatives, 40 percent of whom are currently employed.

These initiatives were all accomplished while achieving five consecutive fiscal years of clean audits, free of financial findings and material weaknesses.

If confirmed, I will bring each of these experiences and lessons learned to the Office of Assistant Secretary for Public and Indian Housing. I will remain dedicated to strengthening communities while preserving and developing quality affordable housing that meets the needs of poor and working families, elderly and disabled individuals, homeless veterans, and other special needs populations. I will continue cultivating partnerships with public and private stakeholders, a defining component in community transformation since no one agency can do it alone. In addition, I will remain firmly committed to the belief that as public servants, we must always show respect and compassion for the families that need our assistance.

And finally, if confirmed, I will work with Secretary Castro and the dedicated HUD staff to: (1) create opportunities for the nearly 3.2 million households served by the Office of Public and Indian Housing; (2) strengthen existing partnerships with the 4,000 public housing authorities and 566 Native American communities across America; and, (3) sharpen HUD's focus on outcomes, not only inputs, to ensure that tax dollars are spent wisely and prudently.

Again, thank you for considering my nomination to be Assistant Secretary for Public and Indian Housing. It is an honor to be here and I look forward to your questions.

<b>STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES</b>
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**Name:** Castro Ramirez Lourdes Maria  
(Last) (First) (Other)

**Position to which nominated:** HUD Assistant Secretary for Public and Indian Housing

**Date of nomination:**

**Date of birth:** January 20, 1971 **Place of birth:** Juchitlán, Jalisco México  
(Day) (Month) (Year)

**Marital Status:** Married **Full name of spouse:** Jorge A. Ramirez

**Name and ages of children:** Jorge A. Ramirez-Castro, 17-years-old  
Nicolás A. Ramirez Castro (deceased - November 18, 2012)  
Natalia G. Ramirez Castro, 11-years-old

**Education:**

Institution	Dates attended	Degrees received	Dates of degrees
University of California, Los Angeles (UCLA)	Dates attended: September 1989 – June 1996	Degrees received: Master of Arts (MA) in Urban Planning, Concentration in Social Policy Analysis, 2003 Bachelor of Arts (BA) in Political Science and Chicana/o Studies, 1994	
Universidad Nacional Autónoma de México (UNAM)	Dates attended: September 1992 – December 1992	Courses Completed: Advanced Spanish and Mexican History	
Loyola Mary Mount University and Martin Gang Institute	Dates attended: January – April 2002	Course completed: Inter Group Relations, 2002	

**Honors and awards:** List below all scholarships, fellowships, honorary degrees, military medals, honorary society memberships and any other special recognitions for outstanding service or achievement.

Leadership Award, Bexar County Masters Leadership Program, 2014  
Rising Star Award, San Antonio Hispanic Chamber of Commerce, 2012  
San Antonio City Leader Award, La Prensa Foundation Leadership Awards, 2011  
Los Angeles Certificate of Commendation, Mayor Villaraigosa and Council, 2009  
Proclamation Recognizing Service to Community, City of Lynwood, 2009  
Leadership Institute Graduate, Hispanas Organized for Political Equality, 2004  
Fellowship, National Council of La Raza, 1996-1997

**Memberships:** List below all memberships and offices held in professional, fraternal, business, scholarly, civic, charitable and other organizations.

Organization	Office held (if any)	Dates
• National Association of Housing and Redevelopment Officials (NAHRO),	<i>Board of Governors,</i>	<i>2014-present</i>
• New Economics for Women,	<i>Board Member,</i>	<i>2014-present</i>
• Women in Housing Leadership,	<i>Co-Founder,</i>	<i>2013-present</i>
• Texas National Association of Housing and Redevelopment Officials (NAHRO),	<i>Board Member,</i>	<i>2012-present</i>
• Centro San Antonio,	<i>Executive Board Member,</i>	<i>2011-present</i>
• Council of Large Public Housing Authorities,	<i>Board Member,</i>	<i>2010-present</i>
• Community Harvest,	<i>Board Member,</i>	<i>2008-2012</i>
• Lynwood Save Our Students,	<i>Secretary,</i>	<i>2007-2011</i>
• California Housing Authority Legislative Committee,	<i>Active Member,</i>	<i>2007-2009</i>
• National Association of Housing and Redevelopment Officials (NAHRO),	<i>Member,</i>	<i>2006-present</i>
• Pacific Southwest Regional Council-NAHRO,	<i>Housing Committee Member,</i>	<i>2006-2009</i>
• Housing Authority Association of Southern California,	<i>Active Member,</i>	<i>2006-2009</i>
• Lynwood City Planning Commission,	<i>Vice-Chairperson,</i>	<i>2005-2009</i>
• Workforce Investment Board,	<i>Mayoral Appointee to Youth Council,</i>	<i>2001-2005</i>
• United Parents of Lynwood,	<i>Secretary,</i>	<i>1993-1995</i>
• Latin American Student Alliance,	<i>Member and President,</i>	<i>1993-1994</i>
• La Gente, UCLA News Magazine,	<i>Member and Associate Editor,</i>	<i>1992-1996</i>
• Latinas Guiding Latinas,	<i>Member,</i>	<i>1990-1991</i>

**Employment record:** List below all positions held since college, including the title or description of job, name of employment, location of work, and inclusive dates of employment.

President & Chief Executive Officer	San Antonio Housing Authority (SAHA) San Antonio, TX	April 2009 – Present
Director, Section 8 & Special Programs Department	Housing Authority City of Los Angeles (HACLA) Los Angeles, CA	January 2006 – April 2009
Interim Director, Resident Relations Department	Housing Authority City of Los Angeles (HACLA) Los Angeles, CA	July 2005 – January 2006
Assistant Director, Resident Relations Department & Jobs Plus	Housing Authority City of Los Angeles (HACLA) Los Angeles, CA	August 2004 – June 2005
Project Director, Jobs-Plus National Demonstration Program	Housing Authority City of Los Angeles (HACLA) Los Angeles, CA	July 1999 – August 2004

Community Planner	Cabrillo Economic Development Corporation Ventura, CA	September 1996 – July 1999
Substitute Teacher	Lynwood Unified School District Lynwood, CA	June 1995 – September 1996

**Government**

**experience:** List any experience in or direct association with Federal, State, or local governments, including any advisory, consultative, honorary or other part time service or positions.

President & CEO	San Antonio Housing Authority (SAHA) San Antonio, TX	April 2009 – Present
Director, Section 8 & Special Housing Programs Department	Housing Authority City of Los Angeles (HACLA) Los Angeles, CA	January 2006 – April 2009
Interim Director, Resident Relations Department	Housing Authority City of Los Angeles (HACLA) Los Angeles, CA	July 2005 – January 2006
Assistant Director, Resident Relations Department & Jobs Plus	Housing Authority City of Los Angeles (HACLA) Los Angeles, CA	August 2004 – June 2005
Project Director, Jobs-Plus National Demonstration Program	Housing Authority City of Los Angeles (HACLA) Los Angeles, CA	July 1999 – August 2004
Substitute Teacher	Lynwood Unified School District Lynwood, CA	June 1995 – September 1996

**Published**

**Writings:** List the titles, publishers and dates of books, articles, reports or other published materials you have written.

- Housing Programs Need Proper Funding, *San Antonio Express News*, January 2014
- San Antonio Housing Authority Expanding Beyond Traditional Role, *San Antonio Express News*, November 2011
- UCLA's *La Gente Student News Magazine*, 1992-1995
  - Building Bridges in Compton, Latinos in Lynwood: Cochechando un Nuevo Futuro, From a Cold Shoulder to a Warm Heart, El Decayente Servicio Medico del Condado de Los Angeles, Students Organize for Immigrant Rights.

**Political****Affiliations**

**and activities:** List memberships and offices held in and services rendered to all political parties or

election committees during the last 10 years.

- Delegate, California Democratic Party Convention, 2007
- Member, National Women's Political Caucus, Southeast Los Angeles Chapter, 2004

**Political**

**Contributions:** Itemize all political contributions of \$500 or more to any individual, campaign organization, political party, political action committee or similar entity during the last eight years and identify specific amounts, dates, and names of recipients.

None.

**Qualifications:** State fully your qualifications to serve in the position to which you have been named.

My qualifications to serve as the Assistant Secretary for Public and Indian Housing are based on my nearly 20 years of experience serving low-income communities and leading and managing affordable housing and community economic development programs. These experiences along with my strong managerial and collaborative skills have prepared me well to serve as HUD's Assistant Secretary for Public and Indian Housing, if I am confirmed.

I have had the privilege of working with many federal housing programs administered by HUD and its federal partners. My career in public housing began in 1999, when I joined the Housing Authority of the City of Los Angeles (HACLA) to lead the Los Angeles "Jobs-Plus" program, a community-based approach to raise and sustain the level of resident employment and earnings in public housing. I spent ten years with HACLA and in my last role, from 2006-2009, I served as the director of the nation's second largest Housing Choice Voucher (Section 8) Program, responsibly managing a \$420 million budget serving more than 50,000 families. In three years, I worked closely with the Section 8 staff to transform HACLA's Section 8 Program from "Troubled" to a "High Performer" (from 59 percent to 96 percent rating).

Since 2009, I have served as President and CEO of the San Antonio Housing Authority (SAHA), a Moving to Work agency. In the last five years, SAHA has achieved extraordinary success providing safe and affordable housing to almost 26,000 households and elevated its impact citywide through focused resident and neighborhood investments. SAHA successfully secured a HUD Choice Neighborhood Planning Grant and an Implementation Grant, totaling a combined \$30 million, to redevelop the Wheatley Courts community on San Antonio's Eastside. Additionally, SAHA was awarded a Byrne Criminal Justice Grant to develop community-oriented strategies to reduce criminal activity in the same neighborhood. The award of these grants, along with a Promise Neighborhood Grant awarded to the local United Way, has resulted in San Antonio's status as the only community in the nation to receive all three Neighborhood Revitalization Initiative grants.

My professional experience has afforded me a strong managerial foundation. At SAHA, I oversee a workforce of 525 employees, an annual budget of \$186 million, and assets valued at approximately \$500 million. During my tenure, SAHA significantly improved its operational performance, expanded housing assistance through the creation of 1,215 new housing units, and launched a comprehensive and integrated neighborhood reinvestment initiative focused on building strong families and communities. Equally important, SAHA has maintained a strong and healthy financial position as evidenced by the fact that the agency has received clean audits for the past four years, with no financial findings and no material weaknesses.

Finally, I have seen first-hand the power of leveraging strong partnerships in the community to maximize resources and impacts. At SAHA, I have actively collaborated with several local partners to lead place-based revitalization efforts, including the EastPoint Choice Neighborhood initiative and the Westside Reinvestment initiative. These initiatives feature unprecedented local collaboration with significant federal investments dedicated to transforming San Antonio's most impoverished neighborhoods into neighborhoods of choice and opportunity. While at HACLA, I assisted with the creation and implementation of the City of Los Angeles' Permanent Supportive Housing Program, which has led to the development of 700 new housing units for homeless individuals, youth and families. During the displacement of New Orleans residents after Hurricane Katrina, I worked closely with community members from the Gulf Coast and the West Coast, who came together at the UCLA School of Law, to identify a more expansive and humane response. Finally, in my role as a Community Planner with Cabrillo Economic Development Corporation (CEDC), I led community planning and resident leadership efforts in several low income rural communities in Ventura County, California, including Fillmore, Piru, and Santa Paula. By utilizing funding from the Local Initiative Support Corporation's National Rural Program, CEDC created new affordable rental housing as well as homeownership opportunities for first-time homebuyers in these three communities.

I am honored to be nominated and appreciate the Committee's consideration of my nomination.

**Future employment**

**relationships:** 1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

Yes.

2. As far as can be foreseen, state whether you have any plans after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization.

No.

3. Has anybody made you a commitment to a job after you leave government?

No.

4. Do you expect to serve the full term for which you have been appointed?

Yes.

**Potential conflicts**

**of interest:** 1. Describe any financial arrangements or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Housing and Urban Development's Designated Agency Ethics Official (DAEO) to identify potential conflicts of interest. Any



potential conflicts of interest will be resolved in accordance with the Department's DAEO and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest with the position to which you have been nominated.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Housing and Urban Development's Designated Agency Ethics Official (DAEO) to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Department's DAEO and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

3. Describe any business relationship, dealing or financial transaction (other than tax paying) which you have had during the last 10 years with the Federal Government, whether for yourself, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest with the position to which you have been nominated.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Housing and Urban Development's Designated Agency Ethics Official (DAEO) to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Department's DAEO and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

4. List any lobbying activity during the past ten years in which you have engaged in for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation at the national level of government or affecting the administration and execution of national law or public policy.

I am not registered as a lobbyist. I have been, however, an active member of the National Association of Housing and Redevelopment Officials (NAHRO) and the Council of Large Public Housing Authorities (CLPHA). Both of these national, non-profit organizations work to preserve and improve public and affordable housing through advocacy, research, policy analysis, and public education.

5. Explain how you will resolve any conflict of interest that may be disclosed by your responses to the items above.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Housing and Urban Development's Designated Agency Ethics Official (DAEO) to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the Department's DAEO and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

**Civil, criminal and  
investigatory  
actions:**

1. Give the full details of any civil or criminal proceeding in which you were a defendant or any inquiry or investigation by a Federal, State, or local agency in which you were the subject of the inquiry or investigation.

I have not been personally involved in any civil or criminal proceeding. However, claims and lawsuits filed against the San Antonio Housing Authority, related to evictions, personal property damages, slip and fall, personnel matters and construction related, may include my name in my official capacity as the President & CEO of the organization.

Additionally, on June 4, 2013, a complaint was filed by a San Antonio Housing Authority (SAHA) program with HUD (HUD complaint No. 06-13-0802-8) by a participant alleging Title VIII and Section 504 violations. The initial complaint named SAHA in care of the CEO, Lourdes Castro Ramirez. Since no action was undertaken by HUD on this matter as of the 180th day from the alleged complaint, SAHA contacted HUD to determine the status of complaint. On May 12, 2014, HUD issued a response requesting SAHA to conciliate the complaint. The correspondence dated May 12, 2014, erroneously addressed the CEO rather than SAHA as a respondent. HUD corrected this error. The claim is in the process of being conciliated.

I have not been personally involved in any civil or criminal proceeding. However, claims and lawsuits filed against the San Antonio Housing Authority, related to evictions, personal property damages, slip and fall, personnel matters and construction related, may include my name in my official capacity as the President & CEO of the organization.

Additionally, on June 4, 2013, a complaint was filed by a San Antonio Housing Authority (SAHA) program participant with HUD (HUD Complaint No. 06-13-0802) alleging Title VIII and Section 504 violations. The initial complaint named SAHA in care of the CEO, Lourdes Castro Ramirez. Since no action was undertaken by HUD on this matter as of the 180th day from the alleged complaint, SAHA contacted HUD to determine the status of complaint. On May 12, 2014, HUD issued a response requesting SAHA to conciliate the complaint. The correspondence dated May 12, 2014, erroneously addressed the CEO rather than SAHA as a respondent. HUD corrected this error. The claim is in the process of being dismissed.

2. Give the full details of any proceeding, inquiry or investigation by any professional association including any bar association in which you were the subject of the proceeding, inquiry or investigation.

None.

**PREPARED STATEMENT OF THERESE W. McMILLAN**  
 TO BE FEDERAL TRANSIT ADMINISTRATOR, DEPARTMENT OF TRANSPORTATION  
 NOVEMBER 13, 2014

Thank you, Mr. Chairman, Ranking Member Crapo, and Members of the Committee for the opportunity to come before you today as President Obama's Nominee for Administrator of the Federal Transit Administration.

Before I begin my formal remarks, I would like to acknowledge my husband, Rod McMillan and my daughter Nadine McMillan who are here today, as well as my daughter Madeline McMillan, who lives in Los Angeles.

Their support has been essential to my career, and I am thankful to them every day!

As you know I have been serving the American people as part of the FTA since July 2009 when the Administration appointed me to the position of Deputy Administrator.

It's been a privilege to serve at a time when the demand for transit is on the rise.

But I want to stress that I have been a public servant my entire professional career. I haven't been enticed to work outside of the public sector, because I truly believe that merging a community's vision with responsive, responsible Government can make good (sometimes great!) things happen.

If confirmed, I look forward to working with YOU and all Members of this Committee to help deliver vital transit services to the public.

I know first-hand what transit can mean to the user—because I am one.

I grew up in Los Angeles, at a time when that city was the consummate “car capital.”

As a child, I rode the bus with my grandmother and auntie who couldn't drive, and as I grew up, I used transit to get to summer school, much of high school, and my freshman year at UCLA.

When I moved to the S.F. Bay Area, I used the region's extensive public transit systems whenever I could—and I appreciated the fact that I had a viable option to driving. In the 5 years I have lived in Washington, DC, I have not owned a car—and I realize every day both the advantages and tests that come with that choice.

That understanding fuels my passion for this work.

Across the country, Public Transit is asked to do many things

- to address congestion;
- to help move our economy;
- to provide real mobility to those whose options are limited by income, disability, or age;
- to be the thread that links individuals to jobs, education, and health care.

But like much of our Nation's transportation system, our transit infrastructure is fraying at the seams—facing an \$86 billion deficit in critical reinvestments in existing rails, trains, buses, and stations.

At FTA, I have worked to address State of Good Repair, Safety, Emergency Relief, Strategic expansion and economic development.

Across the board, I have been able to build on my past 25+ years of experience working at the local and regional level, where I had to actually implement Federal policy—and deal first-hand with the opportunities and challenges in doing so.

Bearing on that experience, I have implemented successful reforms within FTA aimed at making our processes and procedures more efficient, effective, and transparent to those that need to use them—or are otherwise affected by them.

I have streamlined our audit process, greatly improved our processes for Civil Rights oversight, and I have worked to ensure FTA's grant making system is more secure and accountable than ever.

Ultimately, FTA's customers are your constituents—they reside in every State, in big cities with huge networks of rail and buses; and in small rural and tribal communities where paratransit vans provide critical links to scattered services.

For me, the most informative and rewarding part of working at FTA has been traveling across the country to meet those riders and to talk to the devoted people who provide the transit services they rely on. Whether they take the commuter train to work because they choose to, or take a late night bus because they must, those riders have a voice that deserves to be heard.

I will do the best job I can as FTA Administrator to listen—and to continue to partner with the transit industry and its customers through our Federal programs. And I look forward to working with all of you to do that, should you grant me that opportunity through confirmation.

Thank you Mr. Chairman, and Members of the Committee, and I am happy to answer any questions.

## STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES

<b>Name:</b>	McMillan	Therese	Watkins
	(Last)	(First)	(Other)

**Position to which nominated:** Administrator, Federal Transit Administration

**Date of nomination:** July 28, 2014

**Date of birth:** 03 June 1958 **Place of birth:** Inglewood, CA  
(Day) (Month) (Year)

**Marital Status:** Married

**Full name of spouse:** Rodney Francois McMillan

**Name and ages of children:** Madeline Ann McMillan, 23  
Nadine Marie McMillan, 21

**Education:**

<u>Institution</u>	<u>Dates attended</u>	<u>Degrees received</u>	<u>Dates of degrees</u>
University of CA, Berkeley	09/1981-05/1984	M.S. M.C.P.	12/1983 05/1984
University of CA, Davis	09/1978-04/1981	B.S.	04/1981
University of CA, Los Angeles	09/1976- 03/1978	N/A	N/A

**Honors  
and awards:**

List below all scholarships, fellowships, honorary degrees, military medals, honorary society memberships and any other special recognitions for outstanding service or achievement.

- Senior Fellow, University of California, Los Angeles (UCLA) - Luskin School of Public Affairs (*Academic Year 2011 – 2012*)
- “Women Moving the Nation Award” Recipient - Committee of Minority Transportation Officials (COMTO) (*2013*)
- Distinguished Alumna Award - UC Berkeley College of Environmental Design Alumni Association (*2011*)
- WTS Member of the Year, San Francisco Chapter (*2002*); Woman of the Year San Francisco Chapter (*2010*); Woman of the Year, Los Angeles Chapter (*2011*) - Women's Transportation Seminar (WTS), San Francisco
- Graduate Opportunity Fellowship - University of California, Berkeley (*1982 and 1983*)
- Departmental Highest Honors, Graduating Class - University of California, Davis (*1981*)
- Jastro Shields Research Scholarship - University of California, Davis (*1980*)

**Memberships:**

List below all memberships and offices held in professional, fraternal, business, scholarly, civic, charitable and other organizations.

<u>Organization</u>	<u>Office held (if any)</u>	<u>Dates</u>
Transportation Research Board		
• Women's Transportation Issues	Committee Member	2010 to Present

• Taxation and Finance	Committee Member	2004 - 2009
• Metropolitan Policy Planning Processes	Committee Member	1997 - 2006
UCLA Institute of Transportation Studies (ITS)	Advisory Board Member	2012 to Present
Women's Transportation Seminar		
• Washington, DC Chapter	Member	2010 to Present
• San Francisco, CA Chapter	President	1989 and 1990
	Member	1988-2013
Luna Dance Institute (formerly Luna Dance Kids)	Board Member	1991-2009

**Employment record:** List below all positions held since college, including the title or description of job, name of employment, location of work, and inclusive dates of employment.

Federal Transit Administration (FTA), USDOT-Washington, DC: July 2009 to Present

- Acting Administrator (*Since January 2014*)
- Deputy Administrator

Metropolitan Transportation Commission (MTC) - Oakland, CA: January 1984 to June 2009

- Deputy Executive Director, Policy (*January 2001- June 2009*)
- Manager, Funding and External Affairs (*1993 – 2000*)
- Senior Planner (*1989 – 2000*)
- Assistant/Associate Planner (*1984 – 1989*)

San Jose State University, Mineta Transportation Institute- San Jose, CA: January 2004 to 2009

- Instructor: Transportation Funding and Finance--Transportation Management Graduate program.

Angus McDonald and Associates, Berkeley, CA: February 1981 to March 1983

- Research Analyst

**Government experience:** List any experience in or direct association with Federal, State, or local governments, including any advisory, consultative, honorary or other part time service or positions.

Federal Transit Administration (FTA), USDOT-Washington, DC: July 2009 to Present

Deputy Administrator (Non-Career Senior Executive Service Appointment)

Metropolitan Transportation Commission (MTC)- Oakland, CA: January 1984 to June 2009

Deputy Executive Director, Policy (January 2001-June 2009)

**Published**

**Writings:** List the titles, publishers and dates of books, articles, reports or other published materials you have written.

DOT:

- "North Texas transit is great model for car-happy cities." *The Dallas Morning News*, August 17, 2014.
- Contributor since 2013 to *Fast Lane*, the Official Blog of the U.S. Department of Transportation. These posts are available publically online through the agency's website, <http://www.dot.gov/blog/fastlane>.

MTC:

- I have numerous papers and memorandums that were prepared as part of my employment with the Metropolitan Transportation Commission. They are available publically online through the agency's website, [www.mtc.ca.gov](http://www.mtc.ca.gov).

**Political****Affiliations**

**and activities:** List memberships and offices held in and services rendered to all political parties or election committees during the last 10 years.

None.

**Political**

**Contributions:** Itemize all political contributions of \$500 or more to any individual, campaign organization, political party, political action committee or similar entity during the last eight years and identify specific amounts, dates, and names of recipients.

Obama for America		
08/09/2012	\$500.00	
07/05/2012	\$500.00	
09/16/2008	\$500.00	
03/19/2008	\$500.00	

**Qualifications:** State fully your qualifications to serve in the position to which you have been named.

If confirmed, I will bring 30 years of transportation experience to the position of Federal Transit Administrator. Since being appointed by President Obama to the FTA as the Deputy Administrator on July 2, 2009, I have actively led a staff of more than 500 in the Washington D.C. headquarters office and 10 regional offices throughout the United States, implementing an annual budget approximating \$10 billion. I have led the agency in all of its administrative functions since then-Administrator Peter Rogoff was named Acting Undersecretary of the Department of Transportation on January 27, 2014. I worked with FTA staff in allocating \$8.78 billion for 1,072 Recovery Act grants that created or retained over 12,500 jobs and strengthened and enhanced public transportation for working Americans and their communities.

In the area of organizational improvement, I led a major reassessment and reform of FTA's Civil Rights responsibilities, including new guidance for transit grantees in Title VI and Environmental Justice and restructured FTA's grant oversight and compliance programs to increase their efficiency and effectiveness. I assisted in developing a new, streamlined process for the New and Small Starts programs and new funding

opportunities for State of Good Repair of transit assets. I play a key role in guiding FTA's implementation of transit related provisions under MAP-21, including the implementation of brand new safety authority. Of particular note, then-Administrator Rogoff and I were at the forefront of standing up FTA's new Emergency Relief Program and related funding programs, totalling \$10.4 billion in the wake of Hurricane Sandy to address the worst transit disaster (in terms of cumulative damage) in the history of the United States.

All facets of my experience with the FTA have required that I come quickly up to speed with federal budgetary and regulatory requirements and develop a knowledge and appreciation of the Congressional legislative process. I have worked closely and effectively with members of the transit industry throughout the United States, as well as community and business stakeholders over a wide spectrum. During my tenure with the FTA and the DOT, I have earned a reputation for analytical rigor, fair and balanced consideration of views, measured and thoughtful decisions, and a fundamental commitment to the well-being and professional growth of the people who work for me.

Prior to FTA, I was the Deputy Executive Director-Policy at the San Francisco Bay Area Region's Metropolitan Transportation Commission (MTC)—the federal Metropolitan Planning Organization (MPO) for that region. Serving in that role for nine years, out of my 25 year tenure with the agency, I was responsible for strategic financial planning and MTC's management of federal, state and regional funding sources for transit, highways, roadways and other modes, state and federal legislative advocacy, and public affairs and community outreach. With 26 different transit agencies providing service in the area, I was engaged in all matters of planning, funding, and legislative negotiations in managing diverse and competing needs regarding public transportation. Top among my achievements were the steady advancement of regional transportation planning, embracing performance measurement, program-based funding and advocacy for transit expansion, and integrating transportation and land use policy and investment through Transit Oriented Development. I developed extensive knowledge of federal, state and regional transportation funding, and shared that expertise for six years as an instructor for the graduate transportation studies program at the Mineta Transportation Institute at California State University, San Jose.

#### **Future employment**

##### **relationships:**

1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

I am currently the Deputy Administrator for the Federal Transit Administration, and as such would continue my association with FTA if confirmed by the U.S. Senate for the position of Administrator.

2. As far as can be foreseen, state whether you have any plans after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization.

See response above.

3. Has anybody made you a commitment to a job after you leave government?

No.

4. Do you expect to serve the full term for which you have been appointed?

Yes.

**Potential conflicts  
of interest:**

1. Describe any financial arrangements or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

I maintain a deferred compensation—ICMA— balance with my former employer, the Metropolitan Transportation Commission (MTC), which is a Metropolitan Planning Organization (MPO). MTC receives formula FTA planning funds and is subject to related FTA regulations. MTC no longer contributes to ICMA.

The MTC ICMA deferred compensation plan value is \$273,662.00.

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest with the position to which you have been nominated.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's designated agency ethics official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the designated agency ethics official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

3. Describe any business relationship, dealing or financial transaction (other than tax paying) which you have had during the last 10 years with the Federal Government, whether for yourself, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest with the position to which you have been nominated.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's designated agency ethics official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the designated agency ethics official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

4. List any lobbying activity during the past ten years in which you have engaged in for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation at the national level of government or affecting the administration and execution of national law or public policy.

None.



5. Explain how you will resolve any conflict of interest that may be disclosed by your responses to the items above.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Transportation's designated agency ethics official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the designated agency ethics official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

**Civil, criminal and  
investigatory  
actions:**

1. Give the full details of any civil or criminal proceeding in which you were a defendant or any inquiry or investigation by a Federal, State, or local agency in which you were the subject of the inquiry or investigation.

I served as the case client, witness and deponent for the Metropolitan Transportation Commission (MTC) for which I served as the Deputy Executive Director, in *Darensberg v. Metropolitan Transportation Commission*, in U.S. District Court Ninth Circuit. The litigation alleged Title VI violations on the part of MTC. Court found in favor of the defendant MTC; the ruling was subsequently upheld in US Court of Appeals, Ninth Circuit.

2. Give the full details of any proceeding, inquiry or investigation by any professional association including any bar association in which you were the subject of the proceeding, inquiry or investigation.

None.

**RESPONSES TO WRITTEN QUESTIONS OF SENATOR CRAPO  
FROM LOURDES MARIA CASTRO RAMIREZ**

**Q.1.** As President and CEO of the San Antonio Housing Authority—a Moving-to-Work (MTW) designated agency—you know firsthand the incredible benefits the MTW program has provided your residents. In fact, in a recent report, you note that Moving-to-Work allows the San Antonio Housing Authority to “streamline and reduce Federal expenditures while systematically improving its housing stock, providing supportive services, and increasing housing choices for low-income families in San Antonio.” I too have been a strong proponent of this program, urging that it be expanded to areas like my home State of Idaho.

If confirmed, can we depend upon you to advocate that the Administration request a significant expansion of the MTW program, as well as to urge for the extensions of existing MTW contracts?

**A.1.** Under my leadership, and in partnership with local stakeholders, the San Antonio Housing Authority (SAHA) has developed a thoughtful and effective Moving-to-Work (MTW) program that is achieving greater cost effectiveness in Federal expenditures; providing incentives that promote self-sufficiency; and increasing housing choices for low-income families in San Antonio.

SAHA has implemented several cost efficiency measures that not only streamline fundamental business processes but also provide better customer service to our residents. For example, the implementation of biennial reexaminations for elderly and disabled participant households resulted in a 30 percent reduction in the operational costs related to recertifications.

Funding and programming for resident development and family self-sufficiency initiatives continues to grow and attain strong people outcomes. Today, there are more than 1,900 adults actively engaged in self-sufficiency activities, and 40 percent of them are employed.

Investments in activities geared toward promoting resident development through education have included providing free Wi-Fi access at 40 public housing properties; establishing children’s libraries at 12 family housing sites; and coordinating the Education Summit, where we recognized children and youth for academic achievement and awarded college scholarships.

Finally, SAHA adopted an Affordable Housing Preservation and Expansion Policy that established the principles, goals, priorities, and strategies to preserve and expand the supply of affordable housing. In the last 5 years, SAHA expanded the supply of affordable housing by securing \$187 million in financing, through public-private partnerships, to build almost 1,500 new rental housing units.

If confirmed, I look forward to engaging with you, other Members of the Senate Banking Committee and housing partners to explore the best path forward with respect to existing MTW agencies and those PHAs seeking to become MTW agencies. I also look forward to increasing awareness of the positive impact that the MTW program is making in delivering critical housing resources, promoting self-sufficiency, reducing administrative costs, and implementing appropriate monitoring and evaluation protocols.

**RESPONSES TO WRITTEN QUESTIONS OF SENATOR  
MENENDEZ FROM LOURDES MARIA CASTRO RAMIREZ**

**Q.1.** As you know, HUD’s Office of Public and Indian Housing oversees critical initiatives for helping some of the most vulnerable members of our communities find affordable housing—in many cases providing the housing stability children need to succeed in school and parents need to find and keep a job, and that allows seniors and persons with disabilities to connect with supportive services. In particular, I know you have experience with the Housing Choice Voucher program, among others, in both San Antonio and Los Angeles.

Can you please discuss the importance of Housing Choice Vouchers, your experience managing the program at the local level, and your priorities for it if you are confirmed?

**A.1.** The Housing Choice Voucher (HCV) Program is a critically important housing assistance program serving approximately 2.2 million extremely low and very-low income families, and enabling households to rent in the community of their choice. I have had extensive experience managing and leading the HCV program at the local level, both in Los Angeles and San Antonio. If confirmed, I look forward to relying on my extensive managerial and leadership skills to strengthen the HCV Program.

From 2006–2009, I served as director of LA’s Housing Choice Voucher Program, the Nation’s second largest Section 8 program. During my tenure, the Section 8 Program went from “Troubled” to “High Performer” status in less than 3 years, yielding a 37 percent performance increase on HUD’s scorecard, from 59 percent to 96 percent. In my capacity as Director, I was responsible for managing a budget of approximately \$400 million in Federal rental subsidies and overseeing a 400-member staff assisting more than 50,000 families.

To improve service delivery and efficiency, I worked with my management team and with the Agency’s IT Department to complete a major modernization and seamless software system migration of the Section 8 Program. Additionally, I worked closely with the Office of the Inspector General to implement corrective actions to improve program integrity and internal controls.

In my experience, the Housing Choice Voucher (HCV) Program has also been instrumental in combating homelessness. Specifically, Los Angeles’ large homeless population, combined with its relatively limited stock of affordable housing, made the availability of subsidized housing crucial to addressing the city’s homelessness crisis. To that end, we increased the number of Section 8 vouchers available to the Homeless Program, thereby significantly increasing the existing resources to permanently end homelessness for these households.

In San Antonio, the Housing Choice Voucher Program has maintained its High Performer status for four consecutive years, from 2010 to 2014.

Again, if confirmed, I am committed to working with you, other Members of the Senate Banking Committee, and public housing authorities responsible for administering the HCV Program to strengthen this core housing subsidy program, to identify regu-

latory and statutory relief provisions, and to streamline operations to deliver housing programs in an efficient and effective manner.

**Q.2.** If confirmed, you would have responsibility for overseeing the Choice Neighborhoods Initiative, which provides critical support for revitalizing struggling communities with distressed housing. As I'm sure you know from your experience in San Antonio, the program supports local leadership and targets comprehensive efforts that focus on access to good schools, jobs, transportation, housing, and commercial development. Nationally, the program has been tremendously successful in leveraging private capital—even during the challenging economic years of 2010 through 2012, Choice Neighborhoods grants generated outside investment at a ratio of more than 8-to-1.

Can you discuss the importance of these funds and programs like Choice Neighborhoods to local communities?

**A.2.** In San Antonio, the Choice Neighborhoods Initiative (CNI) has been catalytic to the revitalization of the Eastside, providing critical investment in neighborhood assets, including vacant property, housing, services and schools, while also advancing self-sufficiency, education, and employment services.

San Antonio's Eastside is the only area in the United States to receive four separate awards under the White House Neighborhood Revitalization Initiative (NRI): a HUD Choice Neighborhood grant, a Department of Education Promise Neighborhood grant, a Department of Justice Byrne grant, and a Promise Zone designation.

For its CNI "planning" and "implementation" grants, the San Antonio Housing Authority (SAHA) partnered with the City of San Antonio, United Way, San Antonio Independent School District, St. Philip's College, Trinity University, San Antonio for Growth on the eastside, VIA Metropolitan Transit Authority, local leaders, area businesses, community stakeholders, and area residents, to create and implement the Choice Transformation Plan. The plan was developed over a 20-month period, from April 2011 through December 2012, in more than 30 community meetings and planning sessions. The plan serves as the foundation for multiple initiatives to transform the distressed Wheatley Courts public housing development and surrounding neighborhood into a new master-planned, safe, sustainable, energy-efficient, mixed-income community, with high quality schools, health care, transportation and access to jobs.

The Wheatley Courts Choice Neighborhoods plan is focused on three core goals:

1. *Housing*: Replace distressed public housing with high-quality, mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood. Specifically, the Housing plan is to redevelop Wheatley Courts into a 417-unit energy efficient, mixed-income community, and to expand the supply of quality housing with 208 new housing units at The Park at Sutton Oaks, another SAHA property.
2. *People*: The People outcomes focus on families' health, education, safety, and employment, through efforts to encourage and support self-sufficiency and job readiness, and to facilitate access to early childhood and adult education. The educational aspect of the People component is in close partnership with

the Promise Neighborhood Initiative, which is overseen by the United Way.

3. *Neighborhood*: The Neighborhood component will transform the neighborhood of poverty into a safe, pedestrian-oriented neighborhood, with home ownership opportunities; develop a plan to grow business and retail opportunities; and improve access to health and wellness activities and resources. Abatement of dilapidated structures, rehabilitation of owner-occupied units, and development of infill housing will also provide opportunity for investment that will create a significant impact.

**Q.3.** What are your priorities for community revitalization programs like Choice Neighborhoods if you are confirmed?

**A.3.** If confirmed, my priorities for community revitalization programs would include continual support for place-based strategies including the Choice Neighborhoods Initiative and the Jobs Plus Program.

A hallmark of my tenure in San Antonio has been preserving and expanding affordable housing opportunities, and developing strong partnerships that link families to education, jobs, and supportive services. As described above, for the past 3 years, the San Antonio Housing Authority has been leading a place-based revitalization effort that includes unprecedented local collaboration with significant Federal investments to improve housing, education, and safety, through the Choice Neighborhoods Initiative, the Department of Education's Promise Neighborhoods Initiative, and the Department of Justice's Byrne grants.

I began my work with the Los Angeles Housing Authority leading the LA Jobs Plus demonstration program. Jobs Plus is an innovative, place-based employment and community building program designed to increase the level of employment, education, and earnings among public housing residents. Because of its success, several cities from across the country, including New York and San Antonio, have adopted and implemented this program. Through funding from the Social Innovation Fund and the New York Center for Economic Opportunity, San Antonio has been implementing Jobs Plus with great success, with nearly 900 adults currently involved.

If confirmed, I will continue to work across agencies to coordinate with other Federal partners to align housing, education, economic development (jobs), and transit policy to support neighborhood revitalization efforts.

**Q.4.** I'm sure you are well aware from your experience in San Antonio of the serious capital funding needs currently facing our Nation's public housing authorities—a shortfall of \$26 billion for the maintenance and preservation of affordable housing. Meanwhile, the share of families nationwide with severe housing cost burdens continues to rise, particularly among the most vulnerable—seniors, persons with disabilities, and families with extremely low incomes.

What measures would you support to help close this gap and address urgent affordable housing capital needs?

**A.4.** If confirmed, I pledge to work to preserve and improve the affordable housing stock by promoting viable financing tools, including but not limited to the Low-Income Housing Tax Credit Pro-

gram, the Federal Capital Fund Program, the Choice Neighborhoods Initiative, and the Rental Assistance Demonstration Program, each of which enable housing authorities to partner and leverage public and private resources to rehabilitate properties and revitalize communities.

Specifically, the Rental Assistance Demonstration (RAD) Program is one solution to addressing housing preservation, enabling housing authorities to preserve and improve deeply affordable properties. Under RAD, housing authorities can convert public housing units to a new, more sustainable financing mechanism and leverage public and private funding to make needed capital improvements while preserving the long-term affordability.

As I understand, across the country, demand for the RAD Program has been growing. HUD has approved RAD applications covering 60,000 public units as authorized by legislation, and due to growing demand HUD has established a waiting list with approximately 125,000 public housing units. It is also my understanding that HUD needs Congressional approval to lift the cap.

The RAD program is one solution to addressing rental housing preservation, and if confirmed, I pledge to work with you, other Members of the Senate Banking Committee, and housing partners to ensure that programs such as RAD are available to housing authorities to address the urgent capital need in public housing and stem the loss of critical affordable housing.

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**RESPONSES TO WRITTEN QUESTIONS OF SENATOR TESTER  
FROM LOURDES MARIA CASTRO RAMIREZ**

**Q.1. *Indian Housing:*** Ms. Ramirez, as you know, we have immense housing needs across Indian Country. I often hear that we have three or four families living in a two bedroom home. The Indian Housing Block Grant under NAHASDA is one of the most valuable tools that we have to reduce the backlog of housing needs in Indian communities.

One of the consistent complaints about the program is that more money is being spent on rehabilitating and renovating existing housing stock and less money is being devoted to new construction.

What things can we be doing together to provide more balance to the use of funds so tribes are not sinking money into fixing dilapidated and crumbling housing?

**A.1.** Housing issues in Indian Country are complex and demand integrated solutions. I understand that HUD is currently conducting a comprehensive housing needs study which will be critical in quantifying and shaping HUD's efforts to address the overwhelming housing need in Indian Country. I believe that through a cooperative effort, consistent with the Government-to-Government relationship that HUD has with Indian tribes, HUD can begin to effectively address the extraordinary housing needs in Indian Country.

If confirmed, I look forward to visiting Native American tribes in Montana and throughout the country to gain a deeper understanding of the factors impeding the development of safe and affordable housing in Montana and in all of Indian Country.

Additionally, if confirmed, I look forward to working with you, other Members of the Senate Banking Committee as well as the Senate Indian Affairs Committee, Secretary Castro, and tribal leaders to find viable solutions that will lead to improving housing conditions and expanding housing opportunities in Indian Country.

**Q.2. *Indian Veterans Housing:*** Last month, I was able to get out and visit some of Indian Country. On one of my stops in Minnesota to the Fond du Lac Reservation, I was able to see an Indian veteran's housing project that would be greatly helped by the use of HUD/VASH funds. In addition, in my home State of Montana, the Crow Tribe is in the process of constructing similar housing dedicated to tribal veterans.

As you are aware, because of program rules, these HUD/VASH vouchers provide challenges to tribal housing authorities and are not being used.

We have made attempts to make changes to current law to expand the use of these vouchers in Indian Country, but is there an administrative solution that can be employed for this?

**A.2.** I can certainly appreciate the benefit and impact of HUD VASH vouchers as I have extensive experience managing and overseeing a successful HUD VASH program in San Antonio and in Los Angeles. In San Antonio, the housing authority and the VA have built a strong, collaborative relationship through regular and meaningful communication and agreement on respective roles and responsibilities. The partnership reflects a shared goal of housing veterans and has resulted in housing more homeless veterans. In fact, as a result of this partnership, the San Antonio Point-in-Time survey indicates a significant reduction in the number of homeless veterans, from 668 in 2010 to 263 in 2014.

If confirmed, I look forward to being briefed by HUD's Office of Public and Indian Housing on the language included in the President's FY2015 request that would allow vouchers to be used in Indian Country.

Additionally, if confirmed, I look forward to working with you, other Members of the Senate Banking Committee as well as the Senate Indian Affairs Committee, Secretary Castro, and tribal leaders to determine how best to address the statutory prohibition regarding the use of HUD VASH vouchers in Indian Country.

**Q.3. *RV Definition:*** As you may be aware, HUD recently released a memo regarding the RV Exemption under the Manufactured Housing Act. I understand HUD's view that this memo reiterates HUD's existing definition of an RV, but it has been viewed by many as a significant departure from existing guidance.

As a result, some units marketed as "Park Model RVs" are no longer compliant with HUD's RV definition. This has created significant uncertainty for the owners of these models who may now be subject to local zoning and construction codes, may be barred from campgrounds or have difficulty in securing financing to buy or sell such models. This is a huge concern in a State like Montana where many communities in the State, including many in Indian Country rely on tourism which often includes travel by RV.

Following the upcoming Manufactured Housing Consensus Committee meeting, can you commit to me that HUD will move expedi-

tiously to consider its recommendations to update the RV definition and at a minimum, move to address the immediate uncertainty surrounding park model RVs?

**A.3.** This is an issue that is under the jurisdiction of HUD's Office of Office of Manufactured Housing Programs under the Office of Housing. I am unable to provide a substantive response to this question, as I do not have detailed knowledge or information on this matter. If confirmed, I will ask to be fully briefed on this matter by the Office of Housing, since, as you note, there is an impact on Indian Country. Additionally, I will work with your office and Secretary Castro to address this matter.

**Q.4. *Small Public Housing Relief:*** Ms. Ramirez, as the CEO of the San Antonio Housing Authority I'm sure you have a very clear understanding of the difficulties that public housing agencies face when it comes to regulations.

Over the last several years, I've heard from many of my public housing agencies—the majority of which are very lean organizations managing fewer than 500 units—about the impact regulations designed for much larger agencies, which limit their ability to carry out their core mission of helping families.

This is one of the reasons that Senator Johanns and I introduced legislation to address the disproportionate regulatory burdens faced by small public housing agencies and would provide them with greater flexibility. I will continue to push this legislation, but many of its provisions are things that HUD has the flexibility to implement on its own.

What are your ideas about how to provide small public housing agencies more flexibility by tailoring regulations to allow them to spend less time on paperwork and more time focusing on their core mission?

**A.4.** As the CEO of a housing authority, I believe it is important to balance the need for monitoring and accountability with the need for limiting the burden on public housing authorities, particularly in a tight fiscal environment. Striking the right balance will help to ensure decent and safe affordable housing for residents, while protecting taxpayers through effective and appropriate oversight.

I understand that the Department already has reduced certain administrative burdens in the public housing and Section 8 programs. Thanks to Congress, the Department has already reduced burden in the public housing and Section 8 programs through notice issued on May 19, 2014, and June 25, 2014. These notices were issued in accordance with streamlining authority provided to HUD by the Congress in the FY2014 Appropriations Act. I further understand that the Department is continuing to explore additional options for reducing administrative burdens on small housing authorities and, if confirmed, I look forward to being briefed and working with you, other Members of the Senate Banking Committee, and public housing authorities on this effort.

**Q.5. *Administrative Fees:*** I continue to hear concerns about a lack of funds to administer Housing Choice vouchers, which is slowing down the issuance of new vouchers, limiting access, and increasing wait times. In Montana, many of our agencies are looking at a vari-



ety of ways to cover these administrative costs, but many of them continue to come up short and some have even had to go so far as to return VASH vouchers because they don't have the funds to administer them.

Can you share with me any thoughts you have on ways that HUD could provide more flexibility to housing agencies and would you support allowing agencies to use some of their Housing Assistance Payment funds to cover these costs?

**A.5.** The Housing Choice Voucher (HCV) Program is a critically important housing assistance program serving approximately 2.2 million extremely-low and very-low income families, and enabling households to rent in the community of their choice. I have had extensive experience managing and leading the HCV program at the local level, both in Los Angeles and San Antonio. I also know that to effectively deliver vouchers to eligible families, adequate Administrative Fee funding is necessary. The Administrative Fee supports the direct costs of professional staff responsible for determining eligibility, issuing vouchers, inspecting units, and maintaining program integrity. If confirmed, I look forward to relying on my extensive managerial and leaderships skills to strengthen the HCV Program.

I understand that the proposed FY2015 budget includes an increase to the Administrative Fee. Additionally, HUD is conducting an Administrative Fee study to gather accurate information on the costs associated with administering the HCV program, and to use this information to develop a new fee allocation formula. If confirmed, I look forward to working with the Department and utilizing the study to address the HCV Administrative Fee needs of housing authorities.

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**RESPONSES TO WRITTEN QUESTIONS OF SENATOR VITTER  
FROM LOURDES MARIA CASTRO RAMIREZ**

**Q.1.** In 2009, HUD's Office of Inspector General (OIG) found that HUD did not obtain the best value through one of its contracting programs (PBCA-ACC contracts) and was wasting at least \$7.6 million per year as a result. The OIG suggested that HUD perform an analysis to determine the most cost-effective method for implementing the program. In response to the OIG, HUD stated that its plan to address these failings included:

- obtaining "market driven" savings through competition;
- increasing the number of applicants that bid for the contracts; and
- having applicants be "operational in various geographical service areas" to obtain "cost efficiencies with economies of scale."

Do you agree with HUD's position in 2009 that these basic principles lead to the most cost-effective funding awards?

**A.1.** I am unable to provide a substantive response to this question, as I do not have detailed knowledge or information on this matter. In addition, as far I am aware, the Office of Public and Indian Housing does not use a PBCA model.

**Q.2.** Do you agree that fair and open competition is the best way to ensure that HUD receives the best value and the taxpayer receives the greatest benefit for the costs incurred, for programs both within and outside the Office of Public and Indian Housing?

**A.2.** If confirmed, I commit to working closely with HUD's Contracting Officer to ensure that the procurement of goods and services by the Office of Public and Indian Housing complies with laws governing procurement and competition in contracting. I believe that the expenditure of public funds in the procurement process requires the highest degree of public trust and standard of conduct.

**Q.3.** If a fair and open competition is the best way to ensure that HUD receives the best value and the taxpayers receive the greatest benefit, why has HUD neglected to follow the same basic competitive contracting rules as other Federal agencies, for instance with Performance-Based Contract Administration?

**A.3.** I am unable to provide a substantive response to this question, as I do not have detailed knowledge or information on this matter. As noted in my response to the first question, as far as I am aware, the Office of Public and Indian Housing does not use a PBCA model. However, if confirmed, I am committed to complying with all contracting rules governing HUD and the Office of Public and Indian Housing.

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**RESPONSES TO WRITTEN QUESTIONS OF SENATOR TOOMEY  
FROM LOURDES MARIA CASTRO RAMIREZ**

**Q.1.** In October, Senators Ayotte, Feinstein, Shaheen, and I wrote Secretary Castro to express concerns with the Department of Housing and Urban Development's proposed renewal process for Moving-to-Work (MTW). Given your experience as the President and CEO of a MTW Agency, I wanted to give you the opportunity to weigh in on some of the issues raised in that letter.

Given how far HUD's current proposal is from what was offered to MTW agencies in March 2014, what is your view of HUD's aggressive timeframe for a final renewal agreement by December?

**A.1.** I understand that the Department has been collaboratively working with the 39 current MTW agencies to discuss the terms and conditions of extending their participation in the MTW Program through 2028, an additional 10 years beyond the current term that ends in 2018. This will better situate these MTW agencies to address long-term needs and to continue delivering critical housing and support services in their local jurisdictions. Finally, while I am aware that an end of the year goal has been established, I am confident that the Department will work to meet the needs of both the agencies and the Department, and if confirmed, I pledge to work toward this end.

**Q.2.** HUD has proposed that extension agreements become effective upon execution instead of becoming effective on expiration of the current agreements in 2018. Again, what is your view of such an aggressive timeframe? Does it allow for a smooth transition for MTW agencies and the communities they serve?

**A.2.** As I stated earlier, it is my understanding that both HUD and the MTW agencies established the goal of finalizing mutually

agreeable terms for new contracts by the end of the calendar year. Many of us have long-term real estate and program planning efforts that require funding predictability. However, based on San Antonio Housing Authority's experience participating in contract extension discussions, all parties understand how critical it is that agreement be reached regarding program and funding flexibilities to continue local innovative work, while adding reporting and evaluation elements necessary to showcase that work. I should note that since being nominated by the President, I have delegated responsibility for participation in discussions with HUD regarding an extension of existing contracts as well as for participation with public housing trade associations.

**Q.3.** As I understand it, the proposed extension includes a provision that would cut the public housing component for 11 MTW agencies in 2019. How will you ensure that these agencies can maintain their successful programs following this potential funding cut?

**A.3.** I do not have detailed information about the funding arrangements for those 11 agencies nor do I have information that HUD has proposed provisions regarding any cuts to the public housing component. However, if confirmed, I look forward to being fully briefed on the proposed provisions.

**Q.4.** In your written testimony, I was pleased to see concrete examples of SAHA using the flexibility provided by MTW to pursue innovative, community-wide economic development. As Assistant Secretary, will you work closely with MTW agencies to craft a renewal agreement that ensures them the flexibility to address their communities' unique challenges?

**A.4.** As the President and CEO of the San Antonio Housing Authority, I know how impactful an MTW designation can be in transforming the way public housing authorities deliver affordable housing resources in their communities. If confirmed, I will work closely with the Department and MTW agencies to develop a renewal agreement that supports the progress that MTW agencies and their partners have made in their local communities, while ensuring that monitoring and evaluation of the program remains a priority.

**Q.5.** Legislative proposals to expand MTW have been introduced or debated in both the House and Senate—for instance the Affordable Housing and Self-Sufficiency Improvement Act of 2012 in the House and Moving to Work Charter Program Act of 2013 in the Senate. Would you support expansion of MTW as Assistant Secretary for Public and Indian Housing? If so, are there any key reforms or considerations Congress should pursue in expanding MTW?

**A.5.** Under my leadership and in partnership with local stakeholders, the San Antonio Housing Authority (SAHA) has developed a thoughtful and effective MTW program that is achieving greater cost effectiveness in Federal expenditures; providing incentives that promote self-sufficiency; and increasing housing choices for low-income families in San Antonio.

SAHA has implemented several cost efficiency measures that not only streamline fundamental business processes but also provide better customer service to our residents. For example, the implementation of biennial reexaminations for elderly and disabled participant households resulted in a 30 percent reduction in the operational costs related to recertifications.

Funding and programming for resident development and family self-sufficiency initiatives continues to grow and attain strong people outcomes. Today, there are more than 1,900 adults actively engaged in self-sufficiency activities, and 40 percent of them are employed.

Investments in activities geared toward promoting resident development through education have included providing free Wi-Fi access at 40 public housing properties; establishing children's libraries at 12 family housing sites; and coordinating the Education Summit, where we recognized children and youth for academic achievement and awarded college scholarships.

Finally, SAHA adopted an Affordable Housing Preservation and Expansion Policy that established the principles, goals, priorities, and strategies to preserve and expand the supply of affordable housing. In the last 5 years, SAHA expanded the supply of affordable housing by securing \$187 million in financing, through public-private partnerships, to build almost 1,500 new housing units.

If confirmed, I look forward to engaging with you, other Members of the Senate Banking Committee and housing partners to explore the best path forward with respect to existing MTW agencies and those PHAs seeking to become MTW agencies. I also look forward to increasing awareness of the positive impact that the MTW program is making in delivering critical housing resources, promoting self-sufficiency, reducing administrative costs, and implementing appropriate monitoring and evaluation protocols.

#### **RESPONSES TO WRITTEN QUESTIONS OF SENATOR CRAPO FROM THERESE W. McMILLAN**

**Q.1.** Back at our January Banking Committee Hearing on MAP-21 progress, I asked then-Administrator Rogoff for assurances that the FTA would not impose regulations that are unduly burdensome to small transit systems, which he gave.

May I ask again for your assurances that you will continue on this same issue if you are confirmed as the new FTA Administrator?

**A.1.** If confirmed, I can commit to the same assurances you received from my predecessor for consideration of small transit systems.

FTA is taking a comprehensive approach to its MAP-21 rule-making requirements with thoughtful consideration to the effect on smaller operators.

With regard to FTA's safety authority, we believe that using a safety management system (SMS) approach, where we tailor the safety regime to the unique circumstances of the individual transit provider, is the best approach. SMS will allow each transit agency to focus on its specific safety risks and threats—without adding unnecessary burden.

With regard to Transit Asset Management (TAM), FTA believes that we can apply the new requirement that all agencies have an asset management plan with a scalable, flexible approach. It should be noted that not all transit agencies will be required to report asset information to the National Transit Database (NTD), including recipients who are solely funded by Sec. 5310 funding. Further, we are sensitive to the resources of agencies who will be asked to report their asset inventory data.

We also recognize the importance of reaching out to the public. FTA published an Advanced Notice of Proposed Rulemaking (ANPRM) on safety and TAM in October 2013 and conducted several webinars seeking public input on how best to implement the new authority. We received more than 2,500 pages of comments, many from small and rural operators, and FTA is now in the process of reviewing and analyzing them before preparing for the next steps in the rulemaking process.

Finally, FTA plans to be an active partner with transit providers, providing guidance, training, and technical support as we work to implement these programs. We will be there to assist with understanding requirements and determining the proper level of resource commitment. All this can and will be scaled appropriately to the different sectors of public transportation.

**Q.2.** The Banking Committee has a strong record of balancing the needs of rural and urban States and I look forward to continuing that principle as we move toward reauthorization.

Do you agree that rural transit service is important and should grow proportionately with transit?

**A.2.** I agree that rural transit service is important and should grow proportionally with transit. Rural transit provides a lifeline for those who are unable to use a personal vehicle to access education, employment, health care, and other vital services. If confirmed, I look forward to working with you to address the needs of rural transit systems and riders across America.

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#### **RESPONSES TO WRITTEN QUESTIONS OF SENATOR MENENDEZ FROM THERESE W. McMILLAN**

**Q.1.** As you know, the recovery from Hurricane Sandy is ongoing, even as we just reached the 2-year anniversary of the storm. I appreciate the investment FTA recently made in resiliency projects for New Jersey Transit and the Port Authority of New York and New Jersey, but as you know, more work remains to be done. It's vital that we invest the remaining FTA emergency relief funding in the places that were hardest hit, to ensure a full recovery and prevent more catastrophic damage from future storms.

Can I have your commitment that the remaining Sandy transit emergency relief funds will be targeted towards the hardest hit areas?

**A.1.** While I agree there is much work left to be done to fully recover and rebuild the areas hit hardest by Hurricane Sandy, I am pleased to report that 92 percent of the \$10.4 billion provided to FTA has now been allocated to the transit agencies. This includes

the selection of 40 projects totaling \$3.59 billion for the resiliency needs of affected agencies announced in September 2014.

FTA is currently holding the remaining 8 percent of the funding, approximately \$817 million, in reserve for future recovery needs arising from latent storm damage, higher contract bids than anticipated, and a variety of other possible circumstances. If confirmed, I intend to work with you and others on this Committee to distribute these funds to the areas hardest hit by the storm.

**Q.2.** One of my top priorities is providing Federal support for the Gateway project, which includes new tunnels under the Hudson River and the replacement of New Jersey's Portal Bridge, which are both over 100 years old. If either the bridge or the tunnels fail, you'll see a complete severing of the Northeast Corridor and a crippling bottleneck in a region that produces 20 percent of the Nation's GDP. Gateway is truly the definition of a project of national significance, and we can't wait until one of these pieces of critical infrastructure fails to find a solution.

Can I have your commitment to working within DOT to help us with the advancement of this project through any funding, financing, or technical assistance resources at your disposal?

**A.2.** If confirmed, I commit to work within DOT to address the challenges that aging infrastructure presents to the Northeast Corridor.

The tunnel infrastructure under the Hudson River that jointly serves Amtrak and New Jersey Transit is a serious concern for the region's continued economic success. I fully understand the importance of this tunnel to the region's economy. Indeed, in recognition of the importance of this project, the Department allocated \$185 million from FTA's Hurricane Sandy funding to the Federal Railroad Administration for use in the project. I look forward to working with you, the State of New Jersey, and Amtrak to identify additional resources in order to move this project forward.

The Administration's GROW AMERICA Act proposal would provide Amtrak with predictable, dedicated funding to repair and replace its aging infrastructure, like these tunnel arteries. The proposal also boosts funding for FTA's New Starts program to \$2.5 billion per year, and transit agencies like New Jersey Transit would be eligible to apply.

If confirmed, I look forward to working with you and this Committee to identify DOT funding sources available for this critical project.

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#### RESPONSES TO WRITTEN QUESTIONS OF SENATOR TESTER FROM THERESE W. McMILLAN

**Q.1.** *Rural Transit:* Thank you for joining us today, Ms. McMillan. As you know, Montana is a very large State and often folks need to travel long distances to access basic services. In many cases, these trips to see a doctor, to see family member or to go to work are made possible by public transit. And in our larger towns, ridership is continues to increase as our transit systems continue to grow.

Would you agree, Ms. McMillian, that transit is important and should be supported in rural and small communities, not just in big metro areas?

**A.1.** I agree that rural transit service is important and should grow proportionally with transit. Rural transit provides a lifeline for those who are unable to use a personal vehicle to access education, employment, health care, and other vital services. If confirmed, I look forward to working with you to address the needs of rural transit systems and riders across America.

**Q.2.** When FTA imposes new regulatory or program requirements, compliance can be particularly difficult for small and rural transit providers. Unlike large transit agencies, the costs of compliance have to be spread only over a small staff and ridership.

As you make decisions to impose new requirements, how will you work to consider the implications for small and rural providers?

**A.2.** If confirmed, I intend to ensure that small and rural providers are not unnecessarily or disproportionately burdened by Federal requirements.

FTA is taking a comprehensive approach to its MAP-21 rulemaking requirements with thoughtful consideration to the effect on smaller operators.

With regard to FTA's safety authority, we believe that using a safety management system (SMS) approach, where we tailor the safety regime to the unique circumstances of the individual transit provider, is the best approach. SMS will allow each transit agency to focus on its specific safety risks and threats—without adding unnecessary burden.

With regard to Transit Asset Management (TAM), FTA believes that we can apply the new requirement that all agencies have an asset management plan with a scalable, flexible approach. It should be noted that not all transit agencies will be required to report asset information to the National Transit Database (NTD), including recipients who are solely funded by Sec. 5310 funding. Further, we are sensitive to the resources of agencies who will be asked to report their asset inventory data.

We also recognize the importance of reaching out to the public. FTA published an Advanced Notice of Proposed Rulemaking (ANPRM) on safety and TAM in October 2013 and conducted several webinars seeking public input on how best to implement the new authority. We received more than 2,500 pages of comments, many from small and rural operators, and FTA is now in the process of reviewing and analyzing them before preparing for the next steps in the rulemaking process.

Finally, FTA plans to be an active partner with transit providers, providing guidance, training, and technical support as we work to implement these programs. We will be there to assist with understanding requirements and determining the proper level of resource commitment. All this can and will be scaled appropriately to the different sectors of public transportation.

**Q.3. Tribal Transit:** Ms. McMillian, the Cherokee Nation of Oklahoma has contacted the Senate Committee on Indian Affairs regarding the distribution of the Nation's transit money. According to the Nation, the FTA has withheld distributing approximately

\$330,000 Tier 1 and Tier 2 funding that is undeniably due to the Nation according to the MAP-21 formula.

I understand that this is because there is some dispute regarding the distribution of Tier 3 funds between Nation and United Keetoowah Band. It seems very harmful to hold up funds clearly owed to a Tribe under the law because of an unrelated dispute.

What assurance can you provide the Committee that this funding will be distributed to the Nation in a timely manner?

**A.3.** I am pleased to report that FTA has successfully mediated an agreement between the Cherokee Nation of Oklahoma and the United Keetoowah Band of Cherokee for a sub allocation for Tier 3 funds for FY13 and 14. This agreement was necessary prior to processing their grant applications; as a result both tribes may now apply for Tier 1, 2, and 3 funding.

FTA expects to receive and process grant applications from both tribes in the near future. If confirmed, I would be happy to work with you and other Members of the Committee on issues pertaining to the Tribal Transit program.

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**RESPONSES TO WRITTEN QUESTIONS OF SENATOR WARREN  
FROM THERESE W. McMILLAN**

**Q.1.** Study after study demonstrates new rail and subway expansions are one of the strongest and most effective ways to boost the economy and stimulate private investment, but the up-front costs have caused Congress to hold back on funding.

Acting Administrator McMillan, do you agree with these recent studies that capital investment in rail transit can stimulate economic growth and do you believe that New Starts projects such as the Green Line project in Massachusetts are one of the strongest and most effective ways for States to boost the economy and stimulate private investment?

**A.1.** I agree that investments in transit stimulate economic growth.

There are examples of economic growth all over the country as a result of the construction of new or expanded transit projects. Employers, health service providers and others are choosing to locate near transit. Private developers are building residential areas near transit stops. Transit can serve as a revitalizing influence in neighborhoods across the United States.

There are two excellent examples of economic development to note in Massachusetts, and we expect more to follow when the Green Line project gets underway in Cambridge in the near future. Assembly Square Station in Somerville is the anchor of the \$1.5 billion Assembly Row mixed-use development area, which has revitalized the former Ford Motor Company Plant into a vibrant place to work, shop and live.

In Worcester, a new regional transit hub, connected to the redeveloped Union Station, has played a key role in attracting private investors to CitySquare, a \$563 million public-private commercial real estate project that will create a vibrant, pedestrian-friendly center in downtown Worcester.

There is great news coming from other parts of the country as well. In Orlando, Florida, the SunRail commuter rail line has connected millions of residents of Central Florida with employment



and education in downtown Orlando, and has spurred \$1.6 billion in public and private investments near SunRail stations. Notably, a \$250 million public-private partnership to create a Health Village at Florida Hospital has resulted in quality health care and thousands of jobs becoming easily accessible through transit.

And finally, in Denver, Colorado, the transformation of historic Union Station into a multimodal transportation hub has attracted nearly a billion dollars in related private investment, anchoring two new commuter rail lines that will better connect the region's 3 million residents to downtown Denver.

If confirmed, I look forward to working with you to advance transit projects that generate economic development and employment while improving quality of life in their communities.

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**RESPONSES TO WRITTEN QUESTIONS OF SENATOR HEITKAMP  
FROM THERESE W. McMILLAN**

**Q.1.** In North Dakota, our transit providers do not have big subway systems or fleets of several hundred buses like the providers in big urban areas. However, transit is important to rural areas as well, especially to some of our more vulnerable populations. If confirmed, how will you ensure that rural and small communities are supported?

**A.1.** Thanks to the work of this Committee, MAP-21 increased funding for both the rural and tribal transit formula programs, giving FTA the ability to partner with more agencies to bring transit service to rural and tribal areas needing relief.

FTA has several critical support activities under way through its technical assistance resources, such as the National Rural Transportation Program (NRTAP) and the National Center on Mobility Management (NCMM) that have been tailored to the issues facing rural transit providers. FTA also published the final program guidance for the Rural Area Formula grant program on October 24, 2014, an important resource for service providers. This incorporates changes made to the section 5311 program and crosscutting requirements resulting from the passage of MAP-21.

If confirmed, I look forward to working with this Committee and our rural transit providers to improve access to much needed transit service.

**Q.2.** Small transit providers can face particular challenges when new regulations are imposed as the cost of regulation must be absorbed by very small staffs and small ridership. When developing new requirements, do you intend to ensure that small and rural providers are not unnecessarily or disproportionately burdened?

**A.2.** If confirmed, I intend to ensure that small and rural providers are not unnecessarily or disproportionately burdened by Federal requirements.

FTA is taking a comprehensive approach to its MAP-21 rule-making requirements with thoughtful consideration to the effect on smaller operators.

With regard to FTA's safety authority, we believe that using a safety management system (SMS) approach, where we tailor the safety regime to the unique circumstances of the individual transit

provider, is the best approach. SMS will allow each transit agency to focus on their specific safety risks and threats—without adding unnecessary burden.

With regard to Transit Asset Management (TAM), FTA believes that we can apply the new requirement that all agencies have an asset management plan with a scalable, flexible approach. It should be noted that not all transit agencies will be required to report asset information to the National Transit Database (NTD), including recipients who are solely funded by Sec. 5310 funding. Further, we are sensitive to the resources of agencies who will be asked to report their asset inventory data.

We also recognize the importance of reaching out to the public. FTA published an Advanced Notice of Proposed Rulemaking (ANPRM) on safety and TAM in October 2013 and conducted several webinars seeking public input on how best to implement the new authority. We received more than 2,500 pages of comments, many from small and rural operators, and FTA is now in the process of reviewing and analyzing them before preparing for the next steps in the rulemaking process.

Finally, FTA plans to be an active partner with transit providers, providing guidance, training, and technical support as we work to implement these programs. We will be there to assist with understanding requirements and determining the proper level of resource commitment. All this can and will be scaled appropriately to the different sectors of public transportation.

## ADDITIONAL MATERIAL SUPPLIED FOR THE RECORD

**National Association of Housing and Redevelopment Officials**

630 Eye Street NW, Washington DC 20001-3736  
 (202) 289-3500 Toll Free: (877) 866-2476 Fax: (202) 289-8181

November 10, 2014

The Honorable Harry Reid  
 Majority Leader  
 United States Senate

The Honorable Mitch McConnell  
 Minority Leader  
 United States Senate

The Honorable Tim Johnson  
 Chair, Senate Banking Committee  
 United States Senate

The Honorable Mike Crapo  
 Ranking Member, Senate Banking Committee  
 United States Senate

Dear Sirs:

On behalf of the more than 20,000 members and affiliates of the National Association of Housing and Redevelopment Officials (NAHRO), and the more than 3,100 housing and redevelopment authorities nationwide who help more than two million families in need of safe and affordable housing in quality communities, I am writing to ask that the Senate act with all deliberate speed to confirm Lourdes Castro Ramirez, the Administration's nominee to become the next Assistant Secretary for Public and Indian Housing at the U.S. Department of Housing and Urban Development (HUD).

We realize that other equally deserving individuals are also waiting for final action on their respective nominations, and that each of these individuals has an important role to play in the final two years of the current Administration. However, the Assistant Secretary for Public and Indian Housing has a critically important role: he or she is the steward of an overwhelming share of HUD's funding, which is provided by American taxpayers to address the housing needs of the nation's most vulnerable families and individuals. Administration of the Public Housing and Section 8 programs, which together house more than 3 million families at a combined level of federal spending totaling over \$25 million dollars, is by itself a mammoth undertaking. However, the Assistant Secretary for Public and Indian Housing also shoulders the massive responsibility of ensuring the physical viability of our nation's public housing inventory, which totals some 1.15 million units nationwide and which suffers under an estimated unfunded capital backlog of over \$30 billion. Given the scope and importance of these duties, there is simply too much at stake to delay the confirmation of the President's nominee.

We also believe that HUD needs a responsible and experienced person in this position who can guide decision-making responsibly with respect to long-overdue reform of regulations and procedures impacting the successful administration of both the Public Housing and Section 8 programs. Years of burdening both programs with requirements that are questionable at best and are at worst unfunded

**Preston Prince**, CME, President; **Stephen W. Merritt**, PHM, Senior Vice President; **Terry M. Feveryear**, PHM, Vice President-Housing; **Elizabeth S. Glenn**, Vice President-International Research and Global Exchange; **Diane Haislip**, SPHM, CMMO, CMVO, CMPO, Vice President-Member Services; **Harden A. Oldfield III**, CME, Vice President-Professional Development; **Dionne Roberts**, Vice President-Community Revitalization and Development; **Deanna Wagner**, NCC, Vice President-Commissioners; **Saul N. Ramirez, Jr.**, Chief Executive Officer

e-mail: [nafro@nafro.org](mailto:nafro@nafro.org)

web site: [www.nafro.org](http://www.nafro.org)

mandates has increased the cost to the federal government of running these essential programs. At the same time, over-regulation has actually in many cases diminished the ability of housing authorities to act in the best interests of those they serve. The continued absence of a confirmed Assistant Secretary for Public and Indian Housing will seriously undermine the actions that HUD can take now to reduce burdens on housing authorities and the people they serve.

The President has nominated Lourdes Castro Ramirez, an eminently qualified individual who currently serves as the Executive Director of a nationally recognized housing authority in San Antonio (Tex). She is an exceptional professional who can quickly fulfill the responsibilities of the position she has been nominated to assume. We heartily endorse Ms. Castro Ramirez to be the next Assistant Secretary for Public and Indian Housing at HUD.

In conclusion, we urge the Senate to move on this nomination so that the hard work of sustaining the incredibly important programs that are under the jurisdiction of this Assistant Secretary can continue through the end of this Administration. Thank you for this opportunity to address you on this vitally important matter.

Sincerely,



Saul N. Ramirez, Jr.



**Public Housing Authorities Directors Association**  
 511 Capitol Court, NE, Washington, DC 20002-4937  
 phone: 202-546-5445 fax: 202-546-2280 www.phada.org

September 2, 2014

Honorable Tim Johnson  
 Chairman  
 U.S. Senate Committee on Banking, Housing and Urban Affairs  
 SD-534 Dirksen Building  
 Washington, DC 20410

Dear Mr. Chairman:

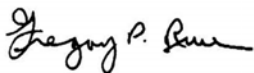
PHADA represents the professional administrators of more than 1,900 housing authorities from all over the United States. I am writing on behalf of the association's members to express our strong support for the Senate's confirmation of Ms. Lourdes Castro Ramirez. President Obama recently nominated Ms. Castro Ramirez to be HUD's new Assistant Secretary for Public and Indian Housing.

Ms. Castro Ramirez is the President and CEO of the San Antonio Housing Authority (SAHA) and has nearly 20 years of experience leading, operating and administering affordable housing and community economic development programs. Many of my colleagues, myself included, have known and respected the nominee for many years. Ms. Castro Ramirez is very collaborative and PHADA has the highest respect for her thinking and command of the issues. She is eminently qualified for the position of PIH Assistant Secretary. She presently oversees programs that serve 25,000 households with an annual operating budget of \$185 million. During her tenure, SAHA has significantly improved its operational performance, expanded housing assistance through the creation of new housing units, and launched a comprehensive and integrated neighborhood reinvestment initiative focused on building strong families and communities.

Prior to joining SAHA, Ms. Castro Ramirez was the Director of the Housing Choice Voucher program at the Housing Authority of the City of Los Angeles (HACLA). Ms. Castro Ramirez has a Master's Degree in Urban Planning from UCLA and a Bachelor's Degree in Political Science. Her agency is a Moving to Work (MTW) HA so Ms. Castro Ramirez fully understands and appreciates the value of agencies possessing more local flexibility. We look forward to working with her and the rest of HUD's new leadership, and your committee, to facilitate the long-needed adoption of legislation that would expand this invaluable program to many other housing authorities.

PHADA respectfully requests that your committee consider and approve this nomination as expeditiously as possible. Please do not hesitate to contact me should you have any questions or require additional information. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, reading "Gregory P. Russ". The signature is written in a cursive, flowing style.

Gregory P. Russ  
President

cc: Hon. Michael Crapo, Ranking Minority Member

November 13, 2014

**RE: National Hispanic Leadership Agenda (NHLA) urges your support for nomination of Ms. Lourdes Castro Ramirez to be Assistant Secretary of Public Housing and Indian Affairs, United States Department of Housing and Urban Development (HUD).**

Dear Senators,

On behalf of the National Hispanic Leadership Agenda (NHLA), a coalition of 39 of the nation's preeminent Latino rights organizations, we write urging your support for the nomination of Lourdes Castro Ramirez to become Assistant Secretary for Public and Indian Housing for the United States Department of Housing and Urban Development (HUD).

Born in Jalisco, Mexico, Ms. Castro Ramirez embodies the American dream. Her immigrant experience is one that has propelled her desire to excel, her academic achievements are highly regarded and then in her professional career.

As President and CEO of San Antonio's Housing Authority—the 7th largest city in America—Ms. Castro Ramirez has overseen a workforce of nearly 600 employees providing affordable housing to 27,000 households. Under her leadership, SAHA improved its performance in several operational areas, including designation of the agency's Housing Choice Voucher program as a "high performer" by HUD and construction of 1,007 additional housing units at five new, mixed-income communities.

Previous to her leadership at the San Antonio Housing Authority, Ms. Castro Ramirez served as director of the Section 8 department for the Housing Authority of the City of Los Angeles (HACLA). She was community development planner for Cabrillo Economic Development Corporation in Los Angeles California before launching her public service career and serves as a Board Member for the Council of Large Public Housing Authorities, the National Association of Housing and Redevelopment Officials, Centro San Antonio, and is a Co-Founder of Women in Housing Leadership.

As we recently referenced in a letter to Congress, a number of important positions in the executive branch remain to be filled and this position is one of the top priority nominations for our membership and constituency. We urge you to move her nomination forward and use the remaining weeks of this Congress to allow her an up or down vote.

She is a proven leader with deep expertise in affordable housing and community economic development. She will bring the vision and experience that the US Department of Housing and Urban Development's Office of Public and Indian Housing so richly deserves.

Thank you for your consideration of our views.

Sincerely,

Hector E. Sanchez

Chair, National Hispanic Leadership Agenda

Executive Director, Labor Council for Latin American Advancement



November 17, 2014

The Honorable Harry Reid  
Majority Leader  
United States Senate - 5122 Hart Senate Office Building  
Washington, D.C. 20510

Dear Senator Reid,

Thank you for actively supporting President Obama's nomination of Lourdes Castro Ramirez to become Assistant Secretary for Public and Indian Housing for the US Department of Housing and Urban Development. We sincerely hope the recent delays to her appointment are temporary.

The National Alliance of Community Economic Development Associations (NACEDA) is an umbrella alliance for 42 state and regional associations for community development and affordable housing. Our network touches over 3500 non-profit community-based development organizations in 27 states and the District of Columbia. We strongly supports Ms. Castro Ramirez for this important position.

Under her leadership as CEO of San Antonio's Housing Authority, she improved SAHA's performance in several operational areas, including designation of the agency's Housing Choice Voucher program as a "high performer" by HUD and construction of 1,007 additional housing units at five new, mixed-income communities. She oversees an authority with nearly 600 employees providing affordable housing to 27,000 households in our nation's 7th largest city.

Ms. Castro Ramirez has also served as director of the Section 8 department for the Housing Authority of the City of Los Angeles (HACLA). And she was community development planner for Cabrillo Economic Development Corporation in Los Angeles, California before launching her public service career. Ms. Castro Ramirez serves as a Board Member for the Council of Large Public Housing Authorities, the National Association of Housing and Redevelopment Officials, Centro San Antonio, and is a Co-Founder of Women in Housing Leadership.

Ms. Castro Ramirez is proven leader with deep expertise in affordable housing and community economic development. She will bring the vision and experience that the US Department of Housing and Urban Development's Office of Public and Indian Housing so richly deserves.

Thank you for your leadership and vision in supporting the nomination of Lourdes Castro Ramirez.

Sincerely,

Frank Woodruff  
Executive Director  
National Alliance of Community Economic Development Associations





November 11, 2014

The Honorable Tim Johnson  
Chairman  
Committee on Banking  
United States Senate  
Washington, D.C. 20510

The Honorable Michael Crapo  
Ranking Member  
Committee on Banking  
United States Senate  
Washington, D.C. 20510

Dear Chairman Johnson and Ranking Member Crapo:

I am writing on behalf of the San Francisco Bay Area Water Emergency Transportation Authority (WETA) to support the nomination of Therese McMillan to be the Administrator of the Federal Transit Administration (FTA). WETA is a regional ferry agency established by the California Legislature to improve general mobility, reduce traffic congestion and enhance the region's emergency response capability.

Throughout her career, Ms. McMillan has been dedicated to the mission of providing transit to all who need it and protecting taxpayer dollars along the way. This dedication resulted in 25 years with the Metropolitan Transportation Commission in the San Francisco Bay Area, where she worked hard to establish relationships and credibility with a range of key stakeholders, including local elected officials, congressional representatives, transit providers and the public. This commitment, along with her experience working in a region as diverse and complex as the San Francisco Bay Area, prepared her well to take on issues that are national in scope, and is the reason that Ms. McMillan has played such a key role in advancing numerous agency priorities since joining FTA as Deputy Administrator in July, 2009.

As FTA Administrator, I have no doubt that Ms. McMillan will continue to excel at balancing a multitude of competing interests around the nation while continuing to work with all relevant stakeholders to improve the quality and delivery of transit services to the American public.

Thank you for considering my support for Therese McMillan's nomination to be FTA Administrator.

Sincerely,

Nina Rannells  
Executive Director



A non-profit, non-partisan corporation of public spirited leaders who have joined together to be catalysts for the economic well-being of the Inland Empire region of California.

November 11, 2014

The Honorable Tim Johnson  
Chairman  
Committee on Banking, Housing  
and Urban Affairs  
Senate Dirksen 534  
Washington, DC 20510

The Honorable Mike Crapo  
Ranking Member  
Committee on Banking, Housing  
and Urban Affairs  
Senate Dirksen 534  
Washington, DC 20510

Dear Chairman Johnson and Ranking Member Crapo:

This letter is to express Inland Action's support for the nomination of Acting Federal Transit Administration (FTA) Administrator Therese McMillan to serve as FTA Administrator. Inland Action is a non-profit organization of business and community leaders dedicated to the economic and community betterment of the Southern California region.

A number of Inland Action members have known and worked with Terese McMillan when she served in senior management positions at the Metropolitan Transportation Commission which oversees the planning and coordination of transportation infrastructure throughout the nine-county Bay Area region in the State of California. Inland Action has also met with Ms. McMillan on several occasions during her tenure as Deputy Administrator at FTA regarding FTA processes and potential projects in our region. She has always demonstrated her extensive expertise in development of major transportation projects, as well as sensitivity to the needs of developing systems with unique ridership and geographic characteristics.

Ms. McMillan's experience and dedication make her an excellent candidate for the position of Federal Transit Administration Administrator. On behalf of the Inland Action Board of Directors, I urge your favorable consideration of her nomination. Please do not hesitate to contact me, if I may be of further assistance with respect to this correspondence.

Sincerely,

Deborah Barmack, President  
Inland Action



Riverside County Transportation Commission

4080 Lemon Street, 3rd Floor • Riverside, CA 92501  
Mailing Address: P. O. Box 12008 • Riverside, CA 92502-2208  
(951) 787-7141 • Fax (951) 787-7920 • [www.rctc.org](http://www.rctc.org)

November 12, 2014

The Honorable Tim Johnson  
Chairman, U.S. Senate Committee on Banking,  
Housing, and Urban Affairs

The Honorable Mike Crapo  
Ranking Member, U.S. Senate Committee on Banking,  
Housing, and Urban Affairs

United States Senate  
534 Dirksen Senate Office Building  
Washington, DC 20510

Dear Chairman Johnson and Ranking Member Crapo:

I write in strong support of Therese McMillan's nomination as Federal Transit Administrator. Ms. McMillan worked closely with the Riverside County Transportation Commission (RCTC) for many years to bring better public transportation to our fast-growing region of California. In particular, her leadership in shepherding the Perris Valley Line Metrolink Extension to a Small Starts Grant Agreement last year represents the first major rail expansion into Inland Southern California in nearly two decades. I have found Ms. McMillan to be professional, responsive, and exemplary in her role as Deputy Administrator and Acting Administrator.

Thank you for your consideration. You or your staff may contact me at (951) 787-7141 or [amayer@rctc.org](mailto:amayer@rctc.org) if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Anne Mayer". The signature is fluid and cursive, with the first name "Anne" and last name "Mayer" clearly distinguishable.

Anne Mayer

Executive Director

STATE OF CALIFORNIA—CALIFORNIA STATE TRANSPORTATION AGENCY

EDMUND G. BROWN Jr., Governor

**DEPARTMENT OF TRANSPORTATION**

OFFICE OF THE DIRECTOR  
P.O. BOX 942873, MS-49  
SACRAMENTO, CA 94273-0001  
PHONE (916) 654-5368  
FAX (916) 653-5776  
TTY 711  
www.dot.ca.gov



*Serious drought.  
(Help save water!)*

November 14, 2014

The Honorable Tim Johnson  
Chairman  
Committee on Banking, Housing  
and Urban Affairs  
Senate Dirksen 534  
Washington, DC 20510

The Honorable Mike Crapo  
Ranking Member  
Committee on Banking, Housing  
and Urban Affairs  
Senate Dirksen 534  
Washington, DC 20510

Dear Senator Johnson and Senator Crapo:

It is my pleasure to express support for the President's nomination of Therese McMillan to the position of Administrator of the Federal Transit Administration (FTA). At the California Department of Transportation, we have been privileged to work with Ms. McMillan in various capacities over the years, and have always been impressed with her depth of understanding of transportation issues and her general devotion to public service.

Before her assignment at the FTA, Ms. McMillan was an executive at the Metropolitan Transportation Commission which serves as the metropolitan transportation organization for the nine-county San Francisco Bay Area in California. Working in one of the nation's most transit oriented regions served to prepare her well for this new assignment. The complex nature of the Bay Area's transportation issues required Ms. McMillan to be knowledgeable and resourceful to lead the region's effort in planning and delivery of transportation solutions.

As Deputy Administrator and recently as the Acting Administrator, Ms. McMillan has distinguished herself in promoting public transportation as a viable mode needed to serve our increasing mobility needs. But her understanding that the need is even more critical to our rural and less urbanized areas is an example of Ms. McMillan's good understanding of transportation needs.

I respectfully request your Committee's favorable consideration of Therese McMillan's confirmation as the next FTA Administrator. Thank you for considering this letter.

Sincerely,

MALCOLM DOUGHERTY  
Director

*"Provide a safe, sustainable, integrated and efficient transportation system  
to enhance California's economy and livability"*

From:

11/12/2014 14:45

#072 P.001/001



**CALIFORNIA  
ALLIANCE  
FOR JOBS**

1415 I Street, Suite 1080  
Sacramento, CA 95814  
Office: (916) 446-2259  
Fax: (916) 446-2253  
[www.rebuildca.org](http://www.rebuildca.org)

Advocate for the Heavy Construction Industry

November 12, 2014

The Honorable Tim Johnson  
Chairman  
Committee on Banking, Housing and  
Urban Affairs  
Senate Dirksen 534  
Washington, DC 20510

The Honorable Mike Crapo  
Ranking Member  
Committee on Banking, Housing and  
Urban Affairs  
Senate Dirksen 534  
Washington, DC 20510

Re: Support for Therese McMillan as Federal Transit Administration Administrator

On behalf of the 2,000 heavy construction companies and 80,000 union construction workers from Kern County to the Oregon border represented by the California Alliance for Jobs, I am pleased to offer our strong support for Acting FTA Administrator Therese McMillan's nomination as FTA Administrator.

I have worked with Ms. McMillan since she was the deputy executive director of policy at the Metropolitan Transportation Commission, which serves the San Francisco Bay Area. There, she was responsible for strategic financial planning, management of various fund sources, state and federal legislative advocacy and public affairs and community outreach.

She has served the public well at MTC and more recently in her capacity as deputy administrator and now acting administrator of FTA. Both in my capacity as executive director of the Alliance and as a member of the California Transportation Commission, I have come to respect Ms. McMillan as dedicated, hardworking and someone who is able to build consensus for transportation solutions.

We strongly support her confirmation.

Sincerely,

James Earp  
Executive Director

Operating  
Engineers  
Local Union #8

Associated General  
Contractors of  
California

No. California  
District Council of  
Laborers

United  
Contractors

No. California  
Carpenters Regional  
Council


**METROLINK.**

Southern California Regional Rail Authority

November 10, 2014

The Honorable Tim Johnson  
 Chairman  
 U.S. Senate Committee on Banking, Housing, and Urban Affairs  
 534 Dirksen Senate Office Building  
 Washington, D.C. 20510

Dear Senator Johnson,

On behalf of the Southern California Regional Rail Authority ("Metrolink"), I would like to express our support for the confirmation of Acting Administrator Therese McMillan as Administrator of the Federal Transit Administration (FTA). McMillan has a long and impressive career in transportation and has been a vital contributor to the FTA since joining as Deputy Administrator in 2009. Her leadership and dedication in tackling the agency's biggest challenges have garnered her much respect from the transportation and development communities across the nation.

In her service as a Deputy Administrator, McMillan has been an immense asset to the transportation community given her breadth of experience. She has been a leader on key issues critical to the advancement of transportation and in the best interest of the country. For these reasons, I support the confirmation of Therese McMillan as Federal Transit Administrator.

Sincerely,

  
 Michael P. DePallo  
 Chief Executive Officer






November 21, 2014

The Honorable Tim Johnson  
Chairman  
Committee on Banking, Housing & Urban Affairs  
Senate Dirksen 534  
Washington, DC 20510

The Honorable Mike Crapo  
Ranking Member  
Committee on Banking, Housing & Urban Affairs  
Senate Dirksen 534  
Washington, DC 20510

**Re: Support for Therese McMillan Nomination for Federal Transit Administrator**

Dear Chairman Johnson and Ranking Member Crapo,

On behalf of the Central Coast Coalition, representing the regional and metropolitan transportation planning organizations located between Los Angeles and the San Francisco Bay Area in Santa Barbara, Monterey, Santa Cruz, San Luis Obispo and San Benito counties, we strongly support Therese McMillan's nomination to serve as Administrator of the Federal Transit Administration.

Therese McMillan is currently the Acting Administrator of the FTA, which she joined as the Deputy Administrator on July 2, 2009. As Deputy Administrator, Ms. McMillan assisted the Administrator in leading a staff of more than 500 in the Washington, DC headquarters office and 10 regional offices throughout the United States, as well as with implementing an annual budget of approximately \$10 billion. With the passage of the most recent surface transportation bill, Moving Ahead for Progress in the 21st Century Act (MAP-21), she has assumed a key role in guiding the FTA's implementation of transit-related provisions in the law and overseeing the development of critical guidance.

During her tenure, Ms. McMillan has also played an integral leadership role in advancing several critical FTA priorities to improve the quality and delivery of transit services to the American public, including:

- Leading a major reassessment and reform of FTA's Civil Rights responsibilities, including new guidance for transit grantees in Title VI and Environmental Justice;
- Overseeing the restructuring of the FTA's grant oversight and compliance programs;
- Assisting in the development of a new, streamlined process for the New Starts and Small Starts program, and new funding opportunities for State of Good Repair of transit assets;
- Working closely with the FTA's staff across the country to ensure the timely, accurate allocation of \$8.78 billion for 1,072 Recovery Act grants that created or retained over 12,500 jobs and strengthened and enhanced public transportation for working Americans and their communities;
- Representing federal transit interests on the Partnership for Sustainable Communities with fellow Department of Transportation (DOT) colleagues, the Environmental Protection Agency (EPA), and the Department of Housing & Urban Development (HUD); and
- Launching a national conversation and research effort to help transit agencies adapt to changing weather patterns and natural disasters.



Prior to her tenure with the FTA, Ms. McMillan was the Deputy Executive Director of Policy at the San Francisco Bay Area Region's Metropolitan Transportation Commission (MTC) where she was responsible for strategic financial planning, MTC's management of federal, state, and regional fund sources for transit, highways, roadways, and other modes, state and federal legislative advocacy, and public affairs and community outreach.

During Ms. McMillan's tenure at the FTA, the Central Coast region has seen a steady expansion in public transportation, leading to reduced congestion and increased choices for our region's residents. Her expertise and guidance would be invaluable as the head of the FTA. We would like to thank you for the Committee's consideration of Therese McMillan's nomination to serve as Administrator of the Federal Transit Administration. Please do not hesitate to contact Jim Kemp if you have any further questions at (805) 961-8900 or by email at [jkemp@sbcag.org](mailto:jkemp@sbcag.org).

Sincerely,

Jim Kemp, Executive Director  
Santa Barbara Association of Governments

Ron DeCarli, Executive Director  
San Luis Obispo Council of Governments

Debra L. Hale, Executive Director  
Transportation Agency for Monterey County

George Dondero, Executive Director  
Santa Cruz Co. Regional Transportation Commission

Mary Gilbert, Interim Executive Director  
San Benito Council of Governments

Maura Twomey, Executive Director  
Association of Monterey Bay Area Governments

CC: Senator Barbara Boxer  
Senator Dianne Feinstein  
Congresswoman Lois Capps, 24<sup>th</sup> Congressional District  
Ms. Therese McMillan, Federal Transit Administration